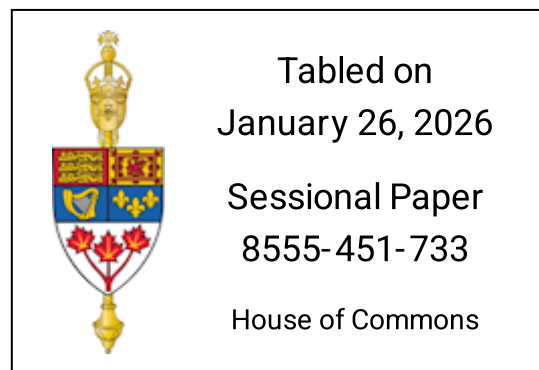

Question

With regard to all behavioural science experiments, evaluations, analyses and prototypes, and other policy or service-design work undertaken by the Privy Council Office's Impact and Innovation Unit since its creation, including those conducted with or for other federal departments: (a) what current and past projects has the Impact and Innovation Unit undertaken, including, for each project, the (i) title, (ii) dates during which it was active, (iii) sponsoring department, (iv) costs, (v) objectives, (vi) names of any external contractors used; (b) what research methodologies and behavioural frameworks were used for each project (for example, nudge theory, social-norming, fear-based framing); (c) what message-testing experiments were conducted and what internal ethical guidelines governed them; (d) how have Impact and Innovation Unit behavioural insights been used and integrated into Public Health Agency of Canada or other department's communication plans; (e) what public reporting or parliamentary reporting practices exist for Impact and Innovation Unit projects, and, if none, why; and (f) what Impact and Innovation Unit insights, documents or research has been shared with the United Kingdom, the Organisation for Economic Co-operation and Development, the World Health Organization or other foreign governments, broken down by (i) recipient, (ii) summary of the material and data shared, (iii) purpose of the disclosure, (iv) the date on which it was shared?

Response

This response was tabled in the House of Commons on January 26, 2026, as Sessional Paper 8555-451-733.



Order/Address of the House of Commons

Question number
Q-733

Asked by
Leslyn Lewis (Haldimand—Norfolk)

Date asked
December 9, 2025

Kevin Lamoureux

Parliamentary Secretary to the
Leader of the Government in
the House of Commons

Privy Council Office

Reply by: the Prime Minister of Canada

Name of Signatory: Rachel Bendayan, P.C., M.P.

Reply

Privy Council Office

(a) what current and past projects has the Impact and Innovation Unit undertaken, including, for each project, the (i) title, (ii) dates during which it was active, (iii) sponsoring department, (iv) costs, (v) objectives, (vi) names of any external contractors used; (b) what research methodologies and behavioural frameworks were used for each project (for example, nudge theory, social-norming, fear-based framing); (c) what message-testing experiments were conducted and what internal ethical guidelines governed them?

title	dates during which it was active	sponsoring department	costs	objectives	names of any external contractors used	(b) what research methodologies and behavioural frameworks were used for each project (for example, nudge theory, social-norming, fear-based framing)	(c) what message-testing experiments were conducted and what internal ethical guidelines governed them

Early COVID-19 response	June-August, 2020	Public Health Agency of Canada	\$50,300.00	To support early COVID response	Qualtrics	Public opinion research, survey and survey studies	Two messaging studies that used randomized controlled trial methodology governed by 1 Council Policy Statement on Ethical Conduct for Research Involving Humans (201 and/or Public Opinion Research ethical frameworks
Fellowship Arrangement - Sustainable Development Policy Directorate	February 6, 2023, to March 31, 2027	Agriculture and Agri-Food Canada	\$0.00	To understand barriers to implementation of sustainable agricultural practices among Canadian farmers.	None	Public opinion research	None
Impact Canada Behavioural Science Cohort - Fellowship Arrangement	July 5, 2022, to March 31, 2023	Privy Council Office	\$0.00	To understand Canadians' preferences about what information to receive from government, how to receive this information, and where to receive it (for example: email newsletter, social media posts, Canadian news channels, television or radio, and others), with a focus on digital communication preferences and needs.	Qualtrics	Surveys and survey studies	One (1) message-testing study was conducted to estimate the impacts of different messages about scams and frauds on recognizing scams and frauds and trust in the message content. Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research

							Involving Humans (202
Applying Social and Behavioural Science Approaches within the Canada Water Agency	April 1, 2025, to March 31, 2026	Canada Water Agency	\$35,000.00	To understand Canadian's knowledge and attitudes towards water security and water use.	Forum	Public opinion research	None
Canadian Armed Forces of the Future: Applying behavioural, social, and data sciences to support modernization	December 4, 2025, to March 31, 2026	Department of National Defence	\$50,000.00	To provide an external review of the compensation and non-compensation-related drivers of attrition in the Canadian Armed Forces to support the development of actionable strategies to increase retention.	None	None	None
A New Approach to Optimizing Procurement for Defence Readiness	January 1, 2026, to March 31, 2029	Department of National Defence	\$405,000.00	To target an expeditious but rigorous procurement process.	None	None	None
Climate Change Program of Applied Behavioural Science Research Through an Impact Canada Behavioural Science Fellowship Cohort, later titled the "Program of Applied Research on Climate Action" in Canada	September 1, 2021, to March 31, 2024	Environment and Climate Change Canada Natural Resources Canada	\$1,225,000.00	To understand barriers to greater climate action and environmental protection behaviours (for example: retrofitting one's home or installing an electric heat pump, protecting property from wildfires) among adults in Canada and to produce evidence-based, actionable	Advanis, Forum, Qualtrics, Veritas	Public opinion research, surveys, survey studies, key informant interviews, and field studies	Fourteen (14) message-testing studies were conducted to estimate the performance of communication topics (for example: knowledge about climate change, home energy use, electric heat pumps, electric vehicles, and emergency

				<p>recommendations for improving the impact and cost-effectiveness of climate change mitigation and climate change adaptation policies and programs.</p>			<p>preparedness on electrification, home energy use, emergency preparedness and other environmental protection behaviours. Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (2022). The Impact and Innovation Unit also consulted with the Access to Information and Privacy Division at the Privy Council Office.</p>
<p>Supporting the Program of Applied Research on Climate Action and the Environment Using Insights from Behavioural Science</p>	<p>April 1, 2024, to March 31, 2025</p>	<p>Environment and Climate Change Canada Natural Resources Canada</p>	<p>\$333,000.00</p>	<p>To understand barriers to greater climate action and environmental protection behaviours (for example: retrofitting one's home or installing an electric heat pump, protecting property from wildfires) among adults in Canada and to produce evidence-based, actionable recommendations for improving the impact and cost-effectiveness of</p>	<p>Forum, Qualtrics</p>	<p>Public opinion research, surveys, survey studies, key informant interviews, and field studies</p>	<p>Two (2) message-testing studies were conducted to estimate the performance of weather alerts and communication about net-zero homes on emergency preparedness and energy efficiency behaviours. Work was guided by the Tri-Council Policy Statement on Ethical Conduct</p>

				climate change mitigation and climate change adaptation policies and programs.			for Research Involving Humans (202). It also underwent a Preliminary Privacy Impact Assessments by the Privy Council Office privacy team.
Designing and Testing Refinements to the Fisheries Act-related Metal and Diamond Mining Effluent Regulations Schedule 2 Regulatory Amendment Process	October 20, 2025, to March 31, 2026	Environment and Climate Change Canada	\$5,000.00	To understand barriers to greater regulatory efficiency for metal and diamond mining Proponents to produce recommendations for how to streamline regulatory approvals under the Fisheries Act.	None	Sludge auditing	None
Better Accommodations Project	October 1, 2024, to September 30, 2025	Employment and Social Development Canada	\$55,000.00	Identify and address cognitive frictions in federal employee accommodations processes in collaboration with departments participating in the Better Accommodations Project	None	Sludge auditing	None
Applying Insights from Behavioural Science to Reduce Unhealthy Substance Use and Promote Safer Choices among	June 17, 2024, to March 31, 2026	Health Canada	\$130,000.00	To understand Cannabis use among youth and provide evidence-based, practical recommendations with potential to reduce high-risk use.	Qualtrics	Surveys and survey studies	Three (3) message-testing studies were conducted to estimate the impacts of different messages about Cannabis

Canadians - Cannabis							use. Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (2022) and governed and reviewed by the Health Canada and Public Health Agency of Canada Research Ethics Board and Privacy Management Division. It also underwent a Preliminary Privacy Impact Assessment by the Privacy Council Office privacy team.
Applying Insights from Behavioural Science to Reduce Unhealthy Substance Use and Promote Safer Choices among Canadians - Tobacco	June 17, 2024, to March 31, 2026	Health Canada	\$100,000.00	To understand barriers to smoking cessation and provide evidence-based and practical recommendations with potential to reduce harms from smoking.	Qualtrics	Surveys and survey studies	Three (3) message-testing studies were conducted to estimate the impacts of different messages about nicotine on knowledge about nicotine and intentions to use nicotine products. Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (2022).

							and governed and reviewed by the Health Canada and Public Health Agency of Canada Research Ethics Board and Privacy Management Division. It also underwent a Preliminary Privacy Impact Assessments by the Privy Council Office privacy team.
Fellowship Arrangement - migration communication initiatives and strategies to support newcomers' settlement and retention in communities across Canada	April 1, 2023, to June 28, 2024	Immigration, Refugees and Citizenship Canada	\$0.00	Understand prospective and established newcomers to Canada's decision-making on where to reside once they have entered Canada and identify, develop and test strategies to increase prospective newcomers' knowledge and awareness about the opportunities that exist in Canada.	Qualtrics	Surveys and survey studies	One (1) message-testing was conducted to estimate the impacts of different communication about places to live in Canada on interest to learn about those places. Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (202
G7 Working Group on Science Communications	January 1, 2024, to March 31, 2024	Innovation, Science and Economic Development Canada	\$0.00	To participate in the G7 Working Group on Science Communications and deliver a handful of presentations	None	Not applicable	Not applicable

Applying Insights and Methods from Behavioural Science to Improve Outcomes under the Canada Digital Adoption Program Stream 2	September 5, 2022, to March 31, 2024	Innovation, Science and Economic Development Canada	\$0.00	To understand barriers to small and medium-sized Canadian enterprises persisting in the Canadian Digital Adoption Program Stream 2.	None	Program administrative data analysis, survey, and email-based A/B testing	One (1) A/B test was conducted to estimate the impacts of different email communications about a Canada Digital Adoption Program survey on survey response rate. Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (202
Rapid Testing and Advanced Analyses of Key Messages and Content for the Innovation, Science and Economic Development's <i>Building Canada's Economy</i> Campaign	August 18, 2025, to September 30, 2025	Innovation, Science and Economic Development Canada	\$30,000.00	To support the development and implementation of Innovation, Science and Economic Development Canada's "Building Canada's Economy" advertising campaign.	Qualtrics	Survey study	One (1) message-testing study was conducted to estimate the impacts of different messages about the government's economic plan on understanding of and response to the plans. Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (202. It also underwent a Preliminary Privacy Impact Assessments

							by the Privy Council Office privacy team.
Applying Social and Behavioural Science Approaches within Natural Resources Canada, Office of Energy Efficiency, Program Improvement and Experimentation Team	April 1, 2025, to March 31, 2026	Natural Resources Canada	\$0.00	To address home energy efficiency challenges, and to increase operational efficiencies for the Office of Energy Efficiency at Natural Resources Canada across a wide range of services.	None	Surveys and sludge auditing	None
Applying Social and Behavioural Science Approaches within Natural Resources Canada, Office of Energy Efficiency, Home Energy and Adaptation Labelling Task Force	April 1, 2025, to March 31, 2027	Natural Resources Canada	\$75,000.00	To increase the uptake of home energy labels, towards the goal of increasing home energy efficiency in Canada.	Qualtrics	Surveys and conjoint analyses	None
Applying Social and Behavioural Science Approaches within Natural Resources Canada, Fuels Sector, On-Road Transportation Team	April 1, 2025, to March 31, 2026	Natural Resources Canada	\$35,000.00	To increase awareness and uptake of Zero Emissions Vehicles and clean fuels and reduce emissions in freight in Canada.	Qualtrics	Surveys	None
Leaving a legacy of excellence through applying behavioural science to modernize and	April 1, 2025, to July 31, 2025	Office of the Secretary to the Governor General	\$45,000.00	To modernize and increase the awareness and diversity of nominations to	Qualtrics	Choice architecture	This study uses a randomized control trial methodology governed by the Tri-Council

increase the awareness and diversity of nominations to Canadian Honours				Canadian Honours.			Policy Statement on Ethical Condu for Research Involving Humans (202 - Quality Improvement.
Applying behavioural, social and data sciences to modernize our approach to Canadian Honours - Phase II	August 1, 2025, to July 31, 2026	Office of the Secretary to the Governor General	\$40,000.00	To modernize and increase the awareness and diversity of nominations to Canadian Honours.	Qualtrics	Surveys, focus groups	None
Improving Permitting Efficiency for Major Projects	April 14, 2025, to August 14, 2025	Privy Council Office	\$0.00	To improve permitting efficiency for Major Projects in Canada.	None	Sludge auditing	None
Behavioural Science Cohort - Fellowship arrangement	November 30, 2020, to March 31, 2021	Public Health Agency of Canada	\$0.00	To provide support across a variety of COVID-19 files.	Léger, Qualtrics	Public opinion research, surveys and survey studies	Three messaging studies that used randomized controlled tria methodology governed by t Tri-Council Policy Statement on Ethical Condu for Research Involving Humans (201 and/or Public Opinion Research ethi frameworks
Impact Canada Behavioural Science Cohort - Fellowship Arrangement	April 1, 2021, to March 31, 2023	Public Health Agency of Canada	\$1,355,000.00	To provide support across a variety of COVID-19 files.	Léger, Ekos, Qualtrics	Public opinion research, surveys and survey studies	Two messagir studies that used randomized controlled tria

							methodology governed by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (2017) and the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (2022) and/or Public Opinion Research ethical frameworks
Continuing the Impact Canada Behavioural Science Cohort - Fellowship Arrangement	April 1, 2023, to August 29, 2025	Public Health Agency of Canada	\$835,000.00	To better understand Canadians' knowledge and attitudes towards a variety of public health issues, including COVID-19, antimicrobial resistance, mental health and wellbeing, the impacts of climate change on health, emergency preparedness, and vaccination.	Léger, Ekos, Qualtrics	Public opinion research, surveys, and survey studies	Six (6) message-testing studies were conducted to assess the performance of public health messages on intentions to engage with selection of public health behaviours (for example: mental health supports, vaccination for respiratory viruses, indoor ventilation). Work was guided by the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (2022). It also

							underwent a Preliminary Privacy Impact Assessments by the Privy Council Office privacy team.
Understanding Firearm Owners	August 1, 2024, to March 31, 2027	Public Safety	\$415,000.00	To better understand firearm owners' behaviours and needs for design of initiatives including the Assault-style Firearms Compensation Program	Ekos, Veritas	Surveys and statistical analysis	Governed by Public Opinion Research ethics framework. Additional Ethics review Veritas sought for an abundance of due diligence
Safe storage and mental health for firearm owners and their families	September 1, 2024, to March 31, 2026	Public Safety	\$150,000.00	To better understand firearm owners' awareness of and follow-through with storage requirements under the Canada Firearms Act. Additional research to understand whether and how firearms affect the mental health and safety of owners and their families	Ekos, Veritas	Surveys, focus groups, interviews and statistical analysis under a Social Norms framework	Governed by Public Opinion Research ethics framework. Additional Ethics review Veritas sought for an abundance of due diligence
A social and behavioural science approach to improving participation in the Labour Force Survey	March 8, 2025, to March 31, 2028	Statistics Canada	\$0.00	To increase participation rates in Statistics Canada's Labour Force Survey.	None	Public opinion research and paradata analysis	None
Evidence-Based Approaches to	April 1, 2025, to	Treasury Board	\$200,000.00	To improve the implementation of	Qualtrics	Public opinion research, focus	None

Inform Career Development Initiatives for Black Public Servants	March 31, 2027	Secretariat		the Action Plan for Black Public Servants' key initiatives relating to career development.		groups, surveys
-----------------------------------------------------------------	----------------	-------------	--	--------------------------------------------------------------------------------------------	--	-----------------

(d) how have Impact and Innovation Unit behavioural insights been used and integrated into Public Health Agency of Canada or other department’s communication plans?

Throughout the COVID-19 pandemic, the Public Health Agency of Canada states that it “leveraged evidence from risk communications and behavioural science research to design messaging about vaccines and public health measures to support the informational needs of the public, as well as promoted the behaviours needed to keep people safe” (2022). Anonymized data and insights from the Impact and Innovation Unit’s survey research and survey studies involving voluntary participation from Canadian adults on a variety of topics were provided to the Public Health Agency of Canada as one of likely multiple inputs to inform its communications approaches and enhance transparency on a given topic, with accountability for approving ultimate communications approaches resting with the department and responsible Minister. The Impact and Innovation Unit-led research supported by the Public Health Agency of Canada outside of the pandemic (for example: providing relevant information about tick bites in nature settings) and research supported by other departments on other issues would typically operate in a similar manner, including generating evidence to help improve the clarity and effectiveness of government communications based on citizen input.

(e) what public reporting or parliamentary reporting practices exist for Impact and Innovation Unit projects, and, if none, why?

Impact Canada projects are published on [Impact Canada's website](#) and the results of the Privy Council Office's public opinion research are published by [Library and Archives Canada](#).

(f) what Impact and Innovation Unit insights, documents or research has been shared with the United Kingdom, the Organisation for Economic Co-operation and Development, the World Health Organization or other foreign governments, broken down by (i) recipient, (ii) summary of the material and data shared, (iii) purpose of the disclosure, (iv) the date on which it was shared?

what Impact and Innovation Unit insights, documents or research has been shared with the United Kingdom, the Organisation for Economic Co-operation and Development, the World Health Organization or other foreign governments	recipient	summary of the material and data shared	purpose of the disclosure	the date on which it was shared
Case study on the Impact and Innovation Unit	Organisation for Economic Co-operation and Development Observatory of Public Sector Innovation Behavioural Research in Action International Network, formerly known as Organisation for Economic Co-operation and Development Behavioural Insights Expert Network	Overview of Impact and Innovation Unit's approach to applying social, behavioural, and data science to support policy implementation within the Government of Canada	Case study on establishing and growing an innovation unit with capacities in social, behavioural, and data science within a federal government	January 30, 2024
Selection of results from the Program of Applied Research on Climate Action in Canada	Organisation for Economic Co-operation and Development Behavioural Insights Expert Meeting	Selection of results from Program of Applied Research on Climate Action in Canada	Presentation to Organisation for Economic Co-operation and Development Behavioural Research in Action International Network	November 30, 2022
Selection of results from the Program of Applied Research on Climate Action in Canada	Organisation for Economic Co-operation and Development Behavioural Insights Expert Meeting	Selection of results from Program of Applied Research on Climate Action in Canada	Presentation to Organisation for Economic Co-operation and Development Behavioural Research in Action International Network	May 16, 2023
Understanding Firearm Owners / Safe storage and mental health for	Organisation for Economic Co-operation and Development	Selection of results from 'Understanding Firearm Owners' survey and	Presentation to Organisation for Economic Co-	November 5, 2025

what Impact and Innovation Unit insights, documents or research has been shared with the United Kingdom, the Organisation for Economic Co-operation and Development, the World Health Organization or other foreign governments	recipient	summary of the material and data shared	purpose of the disclosure	the date on which it was shared
firearm owners and their families	Behavioural Insights Expert Meeting	analysis demonstrating the methodological value of segmentation analysis and structural equation modelling	operation and Development Behavioural Research in Action International Network	
Better Accommodations Project	One-on-one meeting with Organisation for Economic Co-operation and Development sludge expert	Draft costing methodology for validation by external expert	To seek validation of costing methods by external expert	June 3, 2025
Selection of methodological tools and illustrative examples	Informational meeting with the Office of the Attorney General in Australia	Sharing of standard demographic measures for surveys and example of "sludge audit" findings	To share methods for integration of best practices	March 7, 2025
Selection of results from the Program of Applied Research on Climate Action in Canada	Organisation for Economic Co-operation and Development Behavioural Insights Expert Meeting	Selection of results from Program of Applied Research on Climate Action in Canada	Presentation to Organisation for Economic Co-operation and Development Behavioural Research in Action International Network	June 13, 2023
An Overview of the Impact Canada Behavioural Science Team	G20 Working Group on Behavioural Insights	Overview of Impact and Innovation Unit's approach to applying social, behavioural, and data science to support policy implementation within the Government of Canada	Presentation to G20 Working Group on Behavioural Insights	December 14, 2023

what Impact and Innovation Unit insights, documents or research has been shared with the United Kingdom, the Organisation for Economic Co-operation and Development, the World Health Organization or other foreign governments	recipient	summary of the material and data shared	purpose of the disclosure	the date on which it was shared
COVID-19 Snapshot Monitoring Canada Survey - Wave 11 Topline Results	World Health Organisation officials involved with developing the COVID-19 Snapshot Monitoring Survey Template	Topline results from Wave 11 of the COVID-19 Snapshot Monitoring Canada Study (March 4, 2021)	Knowledge and information exchange	March 12, 2021
Impact Canada Case Study	Organisation for Economic Co-operation and Development Observatory of Public Sector Innovation case study library	Overview of Impact Canada approach	Contributing to Organisation for Economic Co-operation and Development's mandate to showcase international best practices in public sector innovation	March 18, 2021
Evolution of Trust, Information, and Digital Ecosystems Study research focus from mis/disinformation information ecosystems as a stressor to trust in democracy	Organisation for Economic Co-operation and Development Observatory of Public Sector Innovation Behavioural Research in Action International Network Meeting	Presentation outlining a shift in focus for Trust, Information, and Digital Ecosystems Study research from mis/disinformation to information ecosystems and corresponding Trust, Information, and Digital Ecosystems Study insights	Presentation to Organisation for Economic Co-operation and Development Behavioural Research in Action International Network conference	May 21, 2025
Strengthening democracy - Tackling misinformation with behavioural science	Organisation for Economic Co-operation and Development Behavioural Insights Expert Meeting	Presentation on the results of a pilot study focused on improving quality of news shared online.	Presentation to Organisation for Economic Co-operation and Development Behavioural Research in Action	October 14, 2022

what Impact and Innovation Unit insights, documents or research has been shared with the United Kingdom, the Organisation for Economic Co-operation and Development, the World Health Organization or other foreign governments	recipient	summary of the material and data shared	purpose of the disclosure	the date on which it was shared
			International Network	
Better Accommodations Project: Project Overview and Preliminary Findings	Organisation for Economic Co-operation and Development Behavioural Public Administration Working Group Meeting	Presentation outlining preliminary findings from the first sludge audit conducted for the Better Accommodations Project	Presentation to Organisation for Economic Co-operation and Development Behavioural Research in Action International Network Working Group	March 11, 2025
Organisation for Economic Co-operation and Development conference entitled: Addressing Misinformation and Disinformation in Health	Virtual presentation to a joint gathering of officials from the Organisation for Economic Co-operation and Development Public Governance Committee, Health Committee and Expert Group on Government Responses to Misinformation and Disinformation	Verbal presentation about broadening and deepening our understanding of trust in institutions, stressors to trust – such as mis- and disinformation – and their impacts in policy contexts such as public health	Knowledge and information exchange	December 4, 2024
Stressors on trust in government and effective policy implementation: Canadians' interactions with health policy	Organisation for Economic Co-operation and Development Public Communication Network and Harvard Chan School of Public Health	Presentation outlining Trust, Information, and Digital Ecosystems Study research findings from mis/disinformation to information ecosystems and corresponding Trust, Information, and Digital Ecosystems Study insights with an emphasis on health policy	Knowledge and information exchange	February 25-26, 2025

