

3	Message from National Board of Directors Chair
4	Message from President and CEO
5	About TECHNATION
6	Events and Impact
7	Government Relations and Policy
10	TECH4CANADA
14	Industry, Prosperity and Growth
16	Future of Work
18	Health
21	Future Workforce Development
24	Membership
25	Looking Forward
26	Leadership Team & Board of Directors



MESSAGE FROM NATIONAL BOARD OF DIRECTORS CHAIR

Since stepping into the role of TECHNATION's National Board of Directors Chair in October, I have been privileged to help lead the Association's efforts to foster a thriving and competitive tech sector in Canada. In an era of unprecedented change, TECHNATION stands as Canada's voice in shaping the future of our digital economy.

Although the 2024-25 year brought on an era of volatility, the TECHNATION team did an exceptional job supporting our members, delivering impactful initiatives aligned with their priorities. While AI set the stage for transformative growth, it represents just one facet of TECHNATION's advocacy for Canada's tech ecosystem. As technology continues to rapidly transform industries, TECHNATION's role as Canada's leading tech association has become more paramount than ever. As AI continued to dominate discussions, TECHNATION has worked diligently to advocate for the responsible adoption of AI.

TECHNATION has embodied its role as a catalyst for innovation, collaboration and advocacy within Canada's tech sector. By amplifying the voices of our members, fostering deeper public-private sector engagement and addressing critical issues facing Canada's tech sector such as AI, cybersecurity and digital transformation, we have driven dialogue and action that shape a competitive and prosperous future.

Industry-government collaboration continued as a recurring theme across all our programs. TECHNATION prides itself on reinforcing the importance of Canada's security, resilience and competitiveness through initiatives such as co-designed solutions with our government partnerships. TECHNATION also remained steadfast in nurturing a skilled and diverse talent pipeline through Future Workforce programming. By bridging the gap between industry demands and talent supply, we have supported the development of a robust and sustainable workforce prepared for high-demand tech roles.

Over the past four years, TECHNATION has also played a global role in influencing technology policy through the unique technology-focused G7/TECH7 coalition and summits. The upcoming TECH7 Summit in fall 2025, aligned with Canada's G7 Presidency, will present an unparalleled opportunity to champion global collaboration and innovation.

Looking ahead, TECHNATION stands poised to continue its leadership in advancing Canada's tech sector. Together, we will cement Canada's position at the forefront of digital transformation and elevate the contributions of our tech ecosystem on the global stage.

On behalf of the Board of Directors, I extend my deepest gratitude to our members, partners and the TECHNATION team for their unwavering dedication and passion. Your collective efforts enable us to drive meaningful change, ensuring a thriving and resilient digital future for Canada.

LLOYD SWITZER

TECHNATION National Board Chair Chief Procurement Officer, TELUS

"

TECHNATION has embodied its role as a catalyst for innovation, collaboration and advocacy within Canada's tech sector.

"



MESSAGE FROM TECHNATION PRESIDENT & CEO

Last year marked significant growth and transformation for TECHNATION and Canada's tech sector. Amid economic fluctuations, geopolitical tensions and rapid technological advancements, the tech landscape has been anything but stable. Al, cybersecurity, and national security dominated discussions; for TECHNATION, that meant playing a leading role in facilitating industry-government dialogue to drive change.

In 2024/25, we strengthened our commitment to highlighting the critical role technology plays in advancing Canada's economic prosperity and global competitiveness and reinforced our mission to drive impactful outcomes for Canada's tech sector. We re-aligned programs, advocacy efforts and events with our members' changing priorities and changing times.

The importance of heightened public-private sector collaboration and co-design continued to emerge as a critical theme, alongside advocating for key priorities such as greater AI adoption, cybersecurity threat intelligence sharing and agile procurement to support Canada's digital transformation.

TECHNATION elevated its influence on the global stage by driving international collaboration through TECH7 and G7 partnerships. At the April 2024 G7 Digital Ministers meeting in Italy, we emphasized the pivotal role of digital innovation in economic growth. In February 2025, at the AI Action Summit in France, we highlighted TECH7's importance in advancing responsible AI development, governance, sustainable innovation and collaboration on emerging technologies.



In 2024/25, we strengthened our commitment to highlighting the vital role of technology in advancing Canada's economic prosperity and global competitiveness. By intentionally aligning our programs, advocacy efforts, and events with our members' key priorities, we reinforced our mission to drive impactful outcomes and meaningful progress.



I am proud of our notable achievements in 2024/25, driven by our commitment to action and impactful outcomes, which have advanced innovation and digital transformation while addressing challenges in Canada's tech sector:

- TECHNATION's Al4Canada Summit in May launched a call-to-action to accelerate responsible Al adoption across all sectors in Canada, convening over 275 government and industry leaders in Ottawa.
- Sold-out signature events, including GOVTechON and our Pan-Canadian Broader Public Sector CIO series, strengthened our national reach, fostering B2B and B2G opportunities for members while advancing government modernization.
- The Cybersecurity Strategic Knowledge Exchange advanced our publicprivate sector co-design efforts on threat intelligence sharing and advocacy in October.
- Our Health Board drove the advancement of digital health solutions while spearheading efforts to create and execute a national data interoperability and digitalization action plan.
- Close to 3,500 work placements bridged talent and skills gaps and forged tech career pathways through DEI and Reconciliation initiatives to build a more equitable workforce.

As we look ahead to the remainder of 2025 and beyond, TECHNATION will continue advocating for Canada's tech sector. As the leading voice for Canada's tech sector, TECHNATION remains steadfast in supporting startups and multinationals alike, ensuring a thriving, resilient digital economy for Canada.

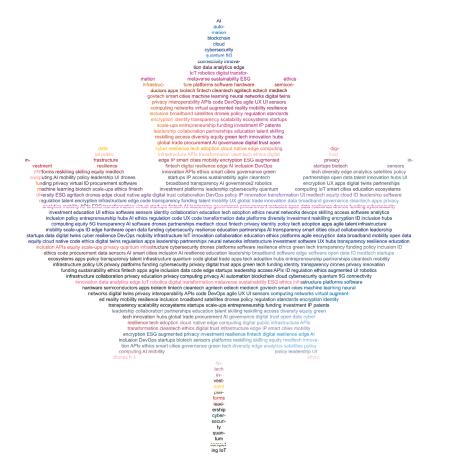
ANGELA MONDOU

TECHNATION President & CEO

ABOUT TECHNATION

UNIFYING TECHNOLOGY, GOVERNMENT AND COMMUNITY FOR CANADA'S FUTURE

TECHNATION is the leading advocate for Canada's tech sector, fully dedicated to advancing technology policy and digital innovation. Representing Canadian and global multinationals, SMEs and innovators of all sizes, our members drive Canada's economic growth and global competitiveness through technology.



VISION

A Canada that has achieved a true worldclass, leading digital society that continues to deliver prosperity and competitiveness for the country.

MISSION

To enhance the significant contribution that technology can make to Canada's economic prosperity and global competitiveness. This will be achieved through the:

- Robust adoption of tech across all sectors
- Increasing tech talent, skills and diversity in all sectors
- Acceleration of government modernization

STRATEGIC PILLARS



Government Relations and Policy:

Influencing government to affect change



Industry, Prosperity and Growth:

Enhancing B2B and B2G opportunities for our members



Tech4Canada:

Enhancing Canada's resiliency through critical tech adoption and governance



Health:

Enabling interoperability and digitalization within Canada's healthcare system



Future Workforce Development:

Building and connecting Canada's tech workforce and employers

EVENTS & IMPACT: Elevating Canada's Tech Sector

TECHNATION is Canada's leading technology association, uniting industry, government, and communities to advance economic prosperity nationwide. Our members encompass Canadian and global SMEs, multinationals and innovators who contribute to enhancing Canada's economic growth and global competitiveness through technology.

Our programming and events reflect our commitment to digital innovation, economic prosperity and tech policy advocacy, fostering productive two-way dialogue, amplifying the voices of our members and the broader tech sector.

In 2024/25, TECHNATION continued to address Canada's tech sector challenges through impactful programming and advocacy to address the industry's evolving challenges.

AT A GLANCE:

CANADA'S TECH SECTOR (2023)

48,686 COMPANIES

+11.4% from previous year, accounting for 45% share of economy

REVENUE (EST): \$281B

GDP: \$125.5B 5.7% share of economy

*Source: Innovation, Science and Economic Development Canada

TECHNATION'S 2024/25 PAN-CANADIAN IMPACT

42 EVENTS ACROSS 7 PROVINCES

5,564 ATTENDEES

38% GOVERNMENT ATTENDEES

62% INDUSTRY ATTENDEES

71 SPEAKERS

51 COMMITTEE MEETINGS

1,106 COMMITTEE ATTENDEES

100% OF ONTARIO CIO PARTICIPATION IN TECHNATION'S GOVTECHON EVENTS \$3.9M IN WAGE SUBSIDIES DISTRIBUTED TO MEMBERS THROUGH CAREER READY

770 STUDENTS HIRED BY TECHNATION MEMBERS THROUGH CAREER READY

60% OF TECHNATION MEMBER PARTICIPATION IN CAREER READY

GOVERNMENT RELATIONS AND POLICY: Advocating for Canada's Tech Sector

TECHNATION's Government Relations and Policy (GRP) work leads industry advocacy, shapes tech and digital policy and fosters government collaboration to advance innovation, procurement modernization and Canada's tech-driven economic growth.

In 2024-25, our work strengthened TECHNATION's role in shaping Canada's digital future and supporting member interests in the Canada's tech landscape, with key GRP priorities focused on:

- Shaping the National and Provincial Tech Policy Agenda:
 Leading industry advocacy on AI, privacy, cybersecurity, and online safety to influence the direction of Canada's digital legislation, regulation, and governance frameworks.
- Priving Public Sector Procurement:

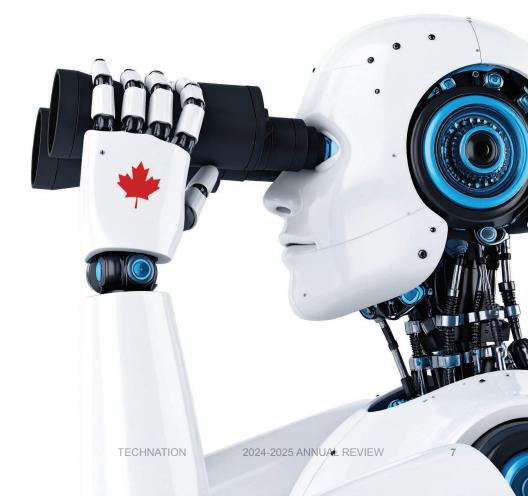
 Driving systemic reform of Canada's outdated procurement models by positioning TECHNATION as the thought leader of co-created, innovation-enabling frameworks that deliver value for government, citizens and industry.
- Securing and Championing Canada's Digital Competitiveness:
 Advancing Canada's global tech leadership through strategic engagement on cross-border tech issues (Trade, Tariffs, DST, Capital Gain Tax) and global initiatives like the G7 TECH7 Summit, ensuring Canada's tech sector thrives on the world stage.

THOUGHT LEADERSHIP AND ADVOCACY

Last year, TECHNATION reinforced its role as the national leader in innovation policy and procurement reform through strategic government engagements, advocacy days and targeted policy initiatives. Our success in shaping government policy highlights TECHNATION's unique ability to bridge industry expertise with public policy, fostering legislation that builds trust in emerging technologies.

KEY AREAS OF ADVOCACY:

PROCUREMENT
AI
CYBERSECURITY
CLOUD
DIGITAL TRANSFORMATION
HEALTH
FUTURE OF WORK





HILL DAY 2024: DRIVING INNOVATION AND PROCUREMENT REFORM

At a pivotal pre-election month, TECHNATION's Hill Day in November 2024 was a high-impact advocacy initiative that connected members and federal decision-makers at a critical pre-election period to drive impactful discussions and policy engagement. 11 member companies engaged directly with 28 ministers and their offices, political staff across party lines, and senior government officials, with discussions focused on responsible AI adoption, cybersecurity resilience, and the need for more agile procurement frameworks.

TECHNATION's advocacy and policy efforts facilitate transparent and collaborative communication between governments and industry, bridging gaps and fostering mutual understanding. TECHNATION provides a platform for us to share insights, amplify our thought leadership and drive meaningful change. By championing open dialogue, TECHNATION's work enables us to innovate strategically and maximize the impact of our resources.

— Mike Semansky, Senior Strategy and Public Affairs Director, D2L

KEY HIGHLIGHTS:

- Met with 28 government officials, including:
 - 5 federal departments/agencies
 - 2 shadow ministers
 - 2 senators
 - 1 parliamentary secretary
- Hosted a breakfast roundtable with MP James Bezan at the Rideau Club
- 11 member companies participated, representing a mix of SMEs and multinationals

ADVOCACY STREAMS:

- Al Innovation and Adoption
- Procurement Modernization

DRIVING AI POLICY IN ONTARIO – ADVOCACY ON BILL 194

TECHNATION's engagement on Ontario's Bill 194: Strengthening Cyber Security and Building Trust in the Public Sector Act highlighted our sustained advocacy to influence provincial policy at a formative stage. Through briefings, written submissions, and testimony at the Standing Committee on Justice Policy, we advocated for a flexible, risk-based AI regulatory approach that protects privacy while fostering innovation. Key TECHNATION recommendations were adopted—such as co-developing AI standards and piloting agile procurement—with Minister Todd McCarthy acknowledging TECHNATION's support as "vital" to driving Ontario's AI framework.

IMPLICATIONS FOR CANADA'S TECH SECTOR: NAVIGATING CROSS-BORDER TARIFFS

In response to the escalation in cross-border tariffs beginning in February 2025, TECHNATION quickly informed and supported members by hosting weekly national webinars. These sessions provided real-time analysis of U.S. and Canadian tariff measures, their implications for the tech sector—particularly procurement and critical inputs — and strategic guidance for navigating the evolving trade landscape. This rapid-response engagement reinforced TECHNATION's leadership during periods of policy volatility, offered clarity to members amid market uncertainty, and shaped our ongoing advocacy with Finance Canada to safeguard innovation and digital infrastructure from further disruption.

In today's rapidly evolving technology landscape, advocacy and collaboration are more critical than ever. AWS supports TECHNATION and their efforts to create meaningful connections between government and industry, ensuring that diverse perspectives inform Canada's digital future.

-AWS

2024-25 IMPACT

- 21 committee and working group meetings convened across federal, provincial, and policy-focused forums, connecting members with key government officials and advancing shared priorities.
- 611 members actively participated in the Federal Public Sector Business
 Committees, contributing to procurement reform and engagement with public sector buyers.
- 7 policy submissions and consultation responses delivered through the Public Policy and Advocacy Committee and its subcommittees on AI, privacy, cybersecurity, and digital infrastructure.
- 21 unique government departments and agencies engaged through GRP-led briefings, forums, and advocacy campaigns in 2024–25.

LOOKING FORWARD

With a new federal government in place, TECHNATION's government relations and policy efforts are focused on reinforcing its role as a trusted partner in shaping Canada's digital agenda. Key priorities include advancing responsible Al governance, enhancing cybersecurity resilience, and modernizing public procurement—all grounded in our members' needs.

TECHNATION remains committed to fostering true collaboration between industry and government. As Canada faces economic and geopolitical challenges, including tariff uncertainty and supply chain pressures, we will advocate for pragmatic solutions to safeguard innovation, digital infrastructure, and the competitiveness of the tech sector.

In 2025–26, we are strengthening engagement with ministers, senior officials, and political staff to ensure the tech sector's priorities shape post-election policies. Through our Federal and Ontario Public Sector Business Committees and specialized working groups, we will deliver actionable recommendations on AI, cloud, privacy, and digital talent.

We plan to work with the government on enhancing digital services and modernizing institutions. Despite global rankings indicating the need for improvement, we aim for practical partnerships that yield measurable results. TECHNATION members will be key in shaping the government's next phase of digital modernization and Al adoption.

TECH4CANADA: Uniting Industry and Government

The TECH4Canada portfolio encompasses key strategic projects across multiple verticals and priority areas within TECHNATION. With a mandate to unite industry and government, TECHNATION aims to amplify the significant impact of technology on Canada's economic prosperity, global competitiveness and most recently National Security. As a champion and facilitator of actionable change, TECHNATION's focus on AI and cybersecurity in 2024-25 helped guide Canada's tech sector through the rapidly evolving technology landscape.

ENHANCING CANADA'S CYBER RESILIENCY

TECHNATION's Cybersecurity Taskforce (CTF) is a strategic initiative focused on addressing Canada's cybersecurity challenges by fostering collaboration between government and industry to drive a national cybersecurity strategy.

2024/25 CTF MEMBERS

(Fiscal Year)







































Strengthening Strategic Cybersecurity Dialogue with Federal Leaders

In October 2024, TECHNATION and the CTF hosted a Cybersecurity Ministerial Dinner, facilitating a Strategic Knowledge Exchange that convened eight CTF member companies and senior government leaders from six key departments, including National Defence, Privy Council Office, Communications Security Establishment, CSIS, Shared Services Canada, and Treasury Board Secretariat.

Held under Chatham House Rule, the exclusive event enabled frank dialogue on the theme "Make Canada Resilient: Anticipate, Withstand, Recover" focusing on cyber readiness, supply chain vulnerabilities, critical infrastructure protection, and incident response. The discussion addressed the growing sophistication of cyber threats and the urgent need to safeguard Canada's critical infrastructure and digital economy.

Key recommendations resulting from this high-level discussion included:

- Drive Collaboration for Cyber Resilience. Prioritize public-private partnerships to tackle cybersecurity challenges through frameworks for intelligence sharing, solution co-design, and cross-jurisdictional alignment.
- Invest in Education and Developing Talent. Integrate cybersecurity education into schools, universities, and training programs to build a skilled talent pipeline.
- Harness Technology to Strengthen Cyber Defenses. Leverage AI to enhance cybersecurity through automated defenses, threat detection and innovation. Invest in AI research to strengthen resilience and position Canada as a leader.

 Build Canada's Cyber Resilience. Develop a national cybersecurity framework with harmonized standards, private sector participation and focus on innovation, workforce development and public awareness to enhance collaboration.



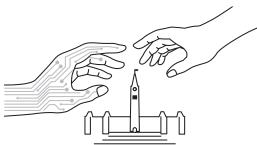
To strengthen Canada's cybersecurity resiliency, government and industry must collaborate to address cyber threats and enhance the ability to anticipate, protect, withstand, and recover. TECHNATION facilitates critical industry-government dialogues that enable us to work together to strengthen our cyber security posture and identify solutions to talent gaps so we can effectively protect our national security, public safety and economy.



— Denis Villeneuve Security & Resilience Practice Leader - Canada, Kyndryl

ACCELERATING AI ADOPTION

Last year, TECHNATION launched a call to action to accelerate responsible AI adoption to drive productivity, enable the digitalization of sectors and energize industry-government collaboration across Canada. A 2024 report highlighted that despite AI's potential to boost productivity by 8%, only 4.7% of Canadian firms had integrated AI into their operations¹, reinforcing the importance of accelerating AI adoption. As part of its long-term roadmap focused on responsible AI adoption, AI has been embedded into TECHNATION's programs, events and advocacy, calling for a national AI sector strategy and increased public-private sector collaboration to help in democratize AI technologies and develop a robust and responsible AI ecosystem.





EVENT SPOTLIGHT: Al4Canada Summit

As part of its long-term roadmap focused on responsible Al adoption, TECHNATION held its Al4Canada Summit in Ottawa in May 2024, convening over 200 Canadian and global industry leaders and government officials for important discussions on the acceleration of responsible Al adoption in Canada. The Summit featured 25 high-calibre speakers, who delivered insights and recommendations on Al adoption best practices to leverage GenAl's transformational technology nationwide.

KEY HIGHLIGHTS:

- 275+ attendees
- 42% government / 58% industry attendees
- 25 speakers
- 2 visionary speakers
- 4 panel discussions
- 2 fireside chats, including Minister Anita Anand, Treasury Board



The Al4Canada Summit proposed strategic actions to accelerate the widespread implementation of Al technologies across various sectors in Canada, emphasizing the importance of a responsible approach. Key recommendations proposed in the Al4Canada final report to government included:

- Foster Collaboration: Strengthen partnerships among government, industry, academia and other stakeholders to democratize access to AI technologies and create a robust, ethical AI ecosystem.
- **Develop a National AI Strategy:** Establish a comprehensive AI strategy targeting key sectors with transformative potential.
- Boost Investment and Upskilling: Invest in AI adoption, upskilling, and innovation to maintain global competitiveness.
- Leverage Procurement for Sustainability: Promote sustainability by using procurement to encourage responsible supplier practices.
- Leverage Global Best Practices: Adapt proven strategies to Canada's unique context to cultivate a highly skilled AI talent pool.
- Build Public Trust: Enhance public knowledge, skills, and confidence through education initiatives and awareness campaigns surrounding Al technologies.
- Implement Governance Frameworks: Introduce clear, transparent guidelines for the responsible use of AI across industries and public services, ensuring ethical standards are upheld.

DRIVING GLOBAL COLLABORATION: TECH7

TECH7, established in 2021, unites national technology associations from the G7 countries. This coalition amplifies key global tech challenges and opportunities, driving action on digital governance, sustainable innovation, and emerging technologies. TECHNATION is a founding member of the TECH7.

TECH7 MEMBERS:























2024-25 TECH7 IMPACT:

- TECH7 G7 Digital Ministers' Meeting in Italy. In April 2024, TECHNATION
 CEO Angela Mondou delivered remarks emphasizing the importance of global
 collaboration and coordination to combat growing cybersecurity threats.
- Kicking off Canada's TECH7 Presidency. As the TECH7 leader for Canada's 2025 G7 Presidency, TECHNATION played a significant role at the AI Action Summit in Paris in February. Engagements included a TECH7 Digital Ministers Meeting with senior global government leaders; moderating an AI Roundtable at the Canadian Ambassador's Residence attended by Prime Minister Justin Trudeau, and moderating an expert panel on national AI roadmaps and international cooperation.
- Key Recommendations for the Paris Al Action Summit. The TECH7
 released a joint statement with recommendations to guide policymakers in
 fostering innovation, protecting fundamental rights, building trust, and ensuring
 Al contributes to long-term societal goals including related to climate change.

LOOKING FORWARD

Advancing Responsible Al Adoption and Global Competitiveness

Building on its success, TECHNATION will expand its integration of AI in its programming, events, and advocacy to foster responsible AI adoption and skills development across all sectors. Through strengthened government-industry collaboration, TECHNATION will continue to drive dialogue and champion a National AI Adoption Strategy to boost productivity, innovation and Canada's position as a global AI leader.

Strengthening Cybersecurity and Expanding National Security Initiatives

TECHNATION's Cyber Taskforce will expand by welcoming new members to provide diverse solutions and thought leadership to government stakeholders. Strategic Knowledge Exchanges will build on momentum from our successful Ministerial Dinner and advance priorities identified during the event.

In response to global geopolitical pressures, 2025/26 programming will include National Security and Defence initiatives, focusing on collaboration to address threats, protect critical infrastructure, and strengthen Canada's resilience.

Global Collaboration and Engagement through the TECH7

The annual TECH7 Summit, aligned with the G7 Presidency, will take place in fall 2025 with the overarching theme of *Enabling Trust, Innovation & Prosperity in the Digital Age*. It aims to advance TECH7's objectives while supporting Canada's G7 goals to advance inclusive economic growth, democratic resilience, and the accelerating digital transition.

As the 2025 host, TECHNATION will lead the development of a Joint Declaration for the G7 Digital Ministers which will focus on global collaboration, with key recommendations on AI governance for a trusted future, AI-driven economic growth and digital transformation, strengthening strategic alliances for security, defence, and innovation, and securing global leadership in tech and digital infrastructure.



INDUSTRY, PROSPERITY AND GROWTH: Fostering Industry-Government Collaboration

TECHNATION fosters Business-to-Business (B2B) and Business-to-Government (B2G) opportunities through events and programs, collaborating with pan-Canadian CIOs and IT leaders to stimulate innovation and explore technology use in government operations. This approach promotes knowledge exchange and strengthens industry-government relationships. In 2024-25, TECHNATION integrated B2B and B2G events with advocacy, aligning industry priorities with government initiatives. These uniquely engaging B2B/B2G events and programs maximize engagement and deliver outcomes for government and industry stakeholders across Canada, regardless of their location, type, or size.

"

TECHNATION's GovTechON events foster essential discussions on critical issues impacting Ontario's tech sector. The opportunity to engage closely with government leaders provides a valuable platform for networking and collaboration with both government and industry leaders, driving the creation of a more innovative and secure digital future.

7

— Anna Leon, Partner, Technology Advisory, Digital Strategy & Transformation, Public Sector, KPMG Canada, and Chair, Ontario Board of Directors, TECHNATION

GOVTECHON: COLLABORATING WITH THE ONTARIO GOVERNMENT

For over 16 years, TECHNATION and Ontario's Office of the Chief Information Officer have been collaborating to deliver a bi-annual GovTechON event series, fostering open discussions on government IT challenges and driving government modernization through engaging dialogue and citizen-centric solutions. In November 2024, we refreshed the series format, adding small breakout sessions to showcase industry leaders' thought leadership and foster meaningful, two-way discussions with GovTechON CIOs.

KEY THEMES:

- Citizen Experience
- Cybersecurity
- Digital Trust

- Artificial Intelligence
- Data Governance, Architecture and Integration

2024-25 IMPACT:

- 2 GovTechON events
- 40+ GovTechON senior leaders
- 289 in-person attendees
- 367 virtual attendees
- · 4 deep-dive CIO roundtable sessions
- 100% Ontario CIO participation



Broader Public Sector Event Series

TECHNATION works with CIOs and executives across public agencies and organizations to host events centered around critical issues, challenges and opportunities for industry collaboration as they continue to build government IT services. These events offer an open and transparent strategic knowledge exchange between industry and broader public service leaders to identify opportunities for innovative digital solutions, with past themes including digital transformation, procurement modernization, AI innovation in the public sector and more.

Pan-Canadian CIO Event Series

TECHNATION's pan-Canadian CIO event series works with regional and provincial governments across Canada, enabling our members to stay abreast of key priorities, critical issues and opportunities across the nation. TECHNATION has hosted well-received CIO events in Atlantic Canada, Ontario, British Columbia and Alberta, facilitating connections between industry and government leaders on a range of themes including digital transformation, agile procurement, AI, sustainability and more.

EVENT SPOTLIGHT: Atlantic Canada Executive Briefing Event

In September 2024, TECHNATION held an Atlantic Canada Executive Briefing Event co-hosted by KPMG Canada in Halifax, NS. The intimate setting facilitated deep discussions on the region's technology growth. The event featured four public sector executive speakers and attracted over 60 virtual and in-person attendees, focusing on AI, sustainability, and digital transformation.



TECHNATION's Atlantic Canada Executive Briefing in Halifax, co-hosted with KPMG, created a valuable forum for leaders to connect on the region's digital future. Events like this are essential in bringing together public and private sector voices to discuss how technology is shaping growth and innovation across Atlantic Canada.



- Glenn Lanteigne, President & CEO, Tectonic Advisory Services Inc.

LOOKING FORWARD

Looking ahead to the rest of 2025 and beyond, TECHNATION will continue to strengthen its commitment to enhancing government-industry collaboration and driving important dialogue on key priorities for our members and government leaders alike. Additionally, our B2B and B2G programming will continue to provide valuable business development opportunities for our SME and scale-up members.

We are excited to build on the success of our Pan-Canadian CIO series, and in the upcoming year, we will host these forums in Alberta, British Columbia, Atlantic Canada, and Ontario.

Our ongoing dedication to fostering collaboration and innovation will ensure that TECHNATION remains at the forefront of driving industry growth and prosperity in the digital age.

FUTURE OF WORK: Diversity, Equity, Inclusion and Reconciliation

The modern workplace is continually evolving, driven by diversity, equity, inclusion (DEI), accessibility, and evolving office dynamics. While DEI priorities are evolving globally, employees are increasingly holding organizations accountable for their commitments. TECHNATION remains committed to fostering a diverse and inclusive Canadian tech sector and supporting its members on their path toward reconciliation.

By leveraging the skills of underrepresented groups—including women, internationally educated professionals, Indigenous People, and Persons with Disabilities— Canada's workforce is enriched with diverse perspectives that promote equality.

DIVERSITY, EQUITY AND INCLUSION

At TECHNATION, DEI touches everything we do. Working with industry, post-secondary institutions and equity-deserving communities, we foster a more equitable, inclusive Canadian tech sector that remains competitive, innovative, and prosperous.



EVENT SPOTLIGHT: Al for All: Empowering Women and Non-Binary Innovators

A recent Harvard Business School publication highlighted a gender gap in the use of workplace Generative AI (GenAI), with women less confident leveraging it as a productivity tool. As part of our response, TECHNATION and The Diversity Institute at Ted Rogers School of Management partnered to host AI for AII in March 2025, an event designed to inspire and empower women and gender-diverse students. Through hands-on exploration of Gen AI, participants gained valuable skills, confidence and insights, and shared meaningful dialogue around inclusivity and ethical considerations in AI development.

INDIGENOUS RELATIONS & RECONCILIATION

TECHNATION is advancing Reconciliation in Canada's tech sector by prioritizing it separately from DEI and deepening our commitment to the Truth and Reconciliation Commission's Call to Action 92. In 2024/25, the TECHNATION team strengthened its understanding and role as allies by participating in the First Nations Technology Council's Moving Beyond Inclusion program. This knowledge enabled us to support members in building respectful relationships, engaging in meaningful consultation, and ensuring equitable access to jobs, training, and education for Indigenous peoples.

TECHNATION is advancing Reconciliation in Canada's tech sector, beginning with prioritizing it separately from DEI and deepening our commitment to the Truth and Reconciliation Commission's Call to Action 92. In 2024/25, the TECHNATION team strengthened its understanding and role as allies by participating in the First Nations Technology Council's Moving Beyond Inclusion program. This knowledge enabled us to support members in building respectful relationships, engaging in meaningful consultation, and ensuring equitable access to jobs, training, and education for Indigenous peoples.



FUTURE OF WORK SERIES

TECHNATION's Future of Work event series addresses challenges and opportunities facing the future of the workplace in Canada's tech sector. Covering topics such as diversity, equity, and inclusion (DEI), accessibility, hybrid work models, and workplace culture, these events facilitate peer-to-peer connections and showcase industry expertise. Additionally, an exclusive peer-to-peer forum enables senior HR professionals to share best practices and discuss critical HR and workplace issues impacting Canada's tech sector.

Women in Leadership

TECHNATION's Women in Leadership initiatives support equal representation of women in Canada's tech sector. By partnering with industry, we promote career growth through showcasing female leaders, sharing empowerment practices, hosting speaker series, and offering networking opportunities.

2024-25 IMPACT

- Deployed \$1.1 million in funding to ten TECHNATION members to support Innovative Work-Integrated Learning (IN-WIL) programs, creating inclusive pathways for under-represented groups into high-growth sectors like AI and cybersecurity.
- Partnered with CGI to create an Indigenous Student Internship Program that directed \$35,000 worth of support towards customized IN-WIL placements for Indigenous students in tech, modelling how companies can build culturally responsive pathways to meaningful careers.
- Launched the Kinship Career Summit in partnership with the First Nations
 Technology Council, connecting TECHNATION members with over 150
 Indigenous tech job seekers and raising awareness of the Indigenous tech
 landscape.
- FutureWave Strategy Summit 2025 brought Indigenous visionaries and a cultural advisor into conversation with TECHNATION members, offering a rare opportunity to explore Indigenous perspectives on innovation and discuss WIL priorities directly with Alberta government partners.

- Explored the use of Circle facilitation as a culturally grounded approach
 to engagement, including hosting a How-To-Hack Circle with Indigenous
 Hackathon participants. This model demonstrates potential to support
 members in building meaningful relationships with Indigenous communities,
 reconciliation, and advancing inclusive practices in the tech sector.
- Over 200 Indigenous participants across five Indigenous Pathways events supporting tech career pathways.

LOOKING FORWARD

Through our Future of Work initiatives, we inspire future tech leaders, collaborate with government and industry, and create equitable opportunities to address labour gaps in Canada's tech sector. Our ongoing commitment to fostering inclusion, collaboration and innovation will ensure that TECHNATION remains at the forefront of driving industry growth and prosperity in the digital age. In 2025/26 we will:

 Release four new training modules to TECHNATION's Learning Management System, LaunchPad, to help employers in their journey toward reconciliation and allyship with Indigenous peoples. The modules will support deeper understanding of building culturally safe workplaces and connect employers with teachings to strengthen their ability to connect with Indigenous tech talent through recruitment and help ensure retention.

Launch TECHNATION's Indigenous Advisory Group, comprised of Indigenous tech leaders to advise on TECHNATION initiatives, policies, and events.



HEALTH: Advancing Canada's Digital Health Ecosystem

As Canada's leading health tech advocate, TECHNATION Health advocates on behalf of its members for a sustainable Canadian healthcare through digital technology, creating significant value and increase business opportunities for members. In 2024-25, TECHNATION Health focused on key priorities of:

- Advocacy: amplifying the voice of Canadian Health ICT vendors, influencing policy and engaging with key leaders to advance member priorities.
- **Networking:** connecting members with critical political, government, health system, and private sector executives for strategic partnerships.
- **Insights:** providing exclusive market intelligence and knowledge transfer on key initiatives, trends, and client priorities to inform member strategies.
- Global Opportunities: facilitating international engagement and trade, enabling members to expand their global reach.

2024-25 IMPACT:

- TECHNATION's 2024 Health Privacy and Security Framework has contributed to widespread adoption of robust security practices, significantly bolstering trust within Canada's digital health ecosystem.
- Through active participation in initiatives like the Shared Pan-Canadian Interoperability Roadmap, and the development of key documents such as their Health Interoperability position paper, TECHNATION members are accelerating the realization of seamless healthcare data exchange.
- By fostering advocacy and collaboration, TECHNATION has empowered its members to cultivate an environment conducive to digital health innovation, including the integration of cutting-edge AI technologies.
- TECHNATION's strategic advocacy has enabled its members to exert significant influence on health policy, effectively addressing critical challenges and capitalizing on emerging opportunities.
- TECHNATION's focus on workforce development programs, like the Career Ready Program, is actively bridging the gap between education and employment, and ensuring that digital health companies have access to skilled workers.

LEADING HEALTH TECH ADVOCACY

In 2024-25, TECHNATION Health committees leveraged member expertise to drive advancements in Canada's Digital Health ecosystem. Key achievements included the release of the 2024 Health Security and Privacy Framework, offering a critical, standardized approach to data protection, and the 2025 Interoperability Position Paper, advocating for mandated interoperability and AI investment, paving the way for a more connected and secure Canadian health ecosystem. These initiatives provide members with critical tools and advocacy support, fostering innovation, growth and a more connected, secure Canadian health system.



66

"TECHNATION Health has provided us with invaluable insight into the challenges and priorities of the Canadian health sector so that we may grow and tailor our client solutions. We look forward to working even closer in the coming year as a collective voice to advocate and remove barriers (i.e. procurement) with prospective clients and regulators, defining a clearer path to working collaboratively."

"

Kevin McConomy – Managing Director, Ontario Public Sector & Health, Infosys

FORGING OPPORTUNITIES WITH COLLABORATIVE INSIGHTS

Through strategic partnerships, TECHNATION Health supports members' strategic business planning by delivering essential business intelligence. TECHNATION Health is proud of its long-standing and collaborative relationship with Canada Health Infoway, enabling us to share updates with vendor community on a timely basis. By keeping members informed on initiatives like the Pan-Canadian Interoperability Roadmap, Health Data Content Framework and Digital Health Interoperability Task Force Report, we ensure members are well-informed about client expectations, partnership potential and sales opportunities.

SUPPORTING GLOBAL GROWTH FOR HEALTH MEMBERS

This past year, TECHNATION Health reaffirmed its commitment to broadening horizons and fostering international connections for its members through global opportunities to drive collaboration and growth.

MELEA IN 17 DOLR W'S HEALTH

Canadian Health Tech Trade Mission: Unlocking European Partnerships

In June 2024, TECHNATION Health led a health trade mission to HIMSS Europe, funded by CanExport. Held in Rome, the opportunity provided participating Canadian health tech companies with access to EU health ministries, authorities, regional digital health project teams and potential partners.

The Canadian Reception at HIMSS

For over 20 years, TECHNATION Health has hosted the Canadian Reception at HIMSS, a leading global health conference. In March 2025, over 500 attendees flocked to the reception to network and connect with fellow Canadian industry attendees, providing a meaningful opportunity for attendees to build meaningful relationships within the international digital health community.

HEALTH EVENTS & COMMITTEES

9 EVENTS

1,431 ATTENDEES

15 COMMITTEE MEETINGS

1 GLOBAL TRADE MISSION



EVENT SPOTLIGHT: Digital Health Briefings

TECHNATION's Digital Health Briefings bring together health leaders from across Canada to discuss critical issues, current challenges and identify opportunities for the vendor community.

In January 2025, TECHNATION brought together four Ontario Health Authorities from Niagara Health, St. Joseph's Healthcare, North York General Hospital and Women's College Hospital who provided insights to 152 attendees on their ongoing data and analytics strategies, governance and future business opportunities.

EVENT SPOTLIGHT: Health TECH Talks

This event series provides an opportunity for TECHNATION member companies to present their thought leadership, share knowledge and engage with health ministries on a variety of digital health technology topics.

June 2024: Regional Data Hubs - Current Trends and Benefits

Member companies Snowflake and Accenture provided digital health leaders with a deep dive into advanced data platforms for enhancing health capacity, data sharing and governance, showcasing international success and solutions to common obstacles.

January 2025: Data Unleashed: Turning Insights into Action in Healthcare

Member company Oracle Health provided digital health leaders with insights into modernizing care delivery, sharing tools and strategies to improve patient care and build a sustainable healthcare ecosystem.





TECHNATION Health continues to be a driving force in advancing Canada's Digital Health landscape, breaking down barriers and addressing industry challenges to accelerate innovation. Through advocacy and collaboration, they help pave the way for a more connected, efficient, effective, and sustainable healthcare system.

"

Ben Goldberg, CGI Partner, Global Industry Lead, Health and Life Sciences, CGI

LOOKING FORWARD

TECHNATION Health remains committed to driving innovation, collaboration and growth within Canada's digital health landscape.

Key priorities for 2025-26 include:

Interoperability and Data Access: A major priority remains in establishing seamless data exchange across the Canadian healthcare systems and providers, ensuring that data formats are standardized, and secure platforms are in place for sharing patient information. This is vital to allow for better patient care, and more efficient healthcare systems.

Expansion of Virtual Care: Building upon the rapid adoption of virtual care during recent years, there remains a need to focus on making these services sustainable and equitable, ensuring access for remote and underserved populations, and integrating virtual care into routine healthcare delivery.

Cybersecurity and Privacy: As digital health adoption continues to increase, protecting sensitive patient data is paramount. Strengthening cybersecurity measures, ensuring compliance with privacy regulations, and building public trust in digital health technologies are essential.

Integration of Artificial Intelligence (AI): There's a growing emphasis on leveraging GenAI to improve healthcare outcomes. This includes but not limited to using GenAI for diagnostic support, personalized medicine, and streamlining administrative tasks, while addressing ethical considerations and ensuring responsible AI implementation.

FUTURE WORKFORCE DEVELOPMENT: Fostering the Next Generation of Tech Talent

TECHNATION strengthens Canada's digital economy by delivering industry-driven programs that prepare students, upskillers and under-represented groups for careers in tech while advancing reconciliation through equitable access to jobs, training and education for Indigenous peoples. In 2024/25, TECHNATION's Future Workforce Development (FWD) team focused on key priorities of:

- Accelerating Talent Development: Developed industry-driven experiential learning programs in high-growth sectors like Al and cybersecurity, fostering workforce readiness and technological advancement.
- Empowering Real-World Innovation: Delivered five Future Talent Innovation Challenges, enabling students to address real-world business challenges and learn from industry leaders.
- Advancing Reconciliation and Indigenous Inclusion in Tech: Committed
 to the Truth and Reconciliation Commission's Call to Action 92, strengthened
 Indigenous Pathways programming, and created spaces for Indigenous students
 and young professionals to connect with employers, mentors and tech leaders.
- Shaping Future-Ready Education: Sparked national dialogue to influence policy and champion agile post-secondary programming, ensuring tech curriculum stays industry-relevant and aligned with the evolving demands of the digital economy.

CONNECTING WORKFORCE NEEDS WITH TALENT SUPPLY

Career Ready

TECHNATION is a vital delivery partner for the Government of Canada's Student Work Placement Program (SWPP). Since deploying our Career Ready Program as part of this initiative in 2017, we have enabled thousands of employers to scale-up with emerging talent. Our commitment to work-integrated learning (WIL) empowers students with invaluable practical experience, enhancing their academic knowledge.



"TECHNATION's Career Ready Program has helped us build a strong pipeline of talented professionals who bring innovative solutions and fresh perspectives to the ever-evolving Information Technology landscape. The interns were given impactful projects to work on, which not only provided valuable learning experiences but also brought tangible benefits to our organization."



Mark Matheson, Vice President of Complex Solutioning Unit and Sales Acceleration, Kyndryl

In 2024/25, TECHNATION distributed \$17.6 million in wage subsidies, including \$3.9 million allocated to members—an impressive 11% increase from the previous year. These subsidies empowered our members and employers to expand their operations while addressing vital tech talent gaps. As a result, 3,200 students were hired, highlighting the effectiveness of our Innovate WIL programs, which were collaboratively developed with our valued members.

Innovative Work-Integrated Learning (WIL)

TECHNATION's Innovative WIL (IN-WIL) programming enables members to establish or expand student co-op and internship initiatives, prioritizing high-growth areas like AI and cybersecurity. Through tailored consultations, these programs are developed to align with members' objectives and leverage the Future Workforce ecosystem with an emphasis on DEI and Reconciliation and a focus on future-proofing skills.

Canada HealthSync Future Talent Challenge

Through collaboration with NorQuest College and supported by Canada Health Infoway, TECHNATION has addressed one of Canada's most pressing healthcare challenges: creating interoperable, efficient, and secure health data systems. By leveraging Bill C-72 and FHIR standards, over 75 students across 23 teams were empowered to design innovative solutions, shaping the future of digital healthcare while fostering Canada's next generation of tech professionals.

The Advanced Digital and Professional Training (ADaPT)

The ADaPT program ran from 2017 to 2024, funded by the Government of Canada's Future Skills Centre and led by Toronto Metropolitan University's Diversity Institute in partnership with TECHNATION. It created meaningful opportunities for women, LGBTQ2S+ individuals, racialized persons, persons with disabilities, immigrants and Indigenous peoples, empowering them to build successful careers in the tech industry, and facilitated no-cost placements with hundreds of employers, strengthening Canada's skilled, diverse workforce.

EVENT SPOTLIGHT:@Hack at Concordia University

The second annual @Hack
Cybersecurity Challenge at Concordia
University in March 2025 united over
500 students for one of Canada's
largest student Capture-The-Flag
(CTF) competitions. Organized in
collaboration with Hexploit Alliance,
Concordia's graduate student group, with
support from TECHNATION members
Interac and Cetark, alongside industry
representation from MDA Space, @
Hack continues to strengthen Canada's
cybersecurity talent pipeline and foster
innovation among the future tech leaders.







EVENT SPOTLIGHT: SustAlnable Aviation

TECHNATION, in collaboration with Tata Consultancy Services (TCS) and Bombardier, hosted a Future Talent Challenge on sustainable aviation through the use of AI, bringing together close to 100 participants across 32 teams. The top five teams were given the opportunity to pitch live at Bombardier at the wrapup event in March 2025 with special guests including Quebec's Chief Innovation Officer, Luc Sirois, and VAL—an AI robot jury member programmed by TCS. This event highlighted Canada's commitment to advancing AI and sustainability in the aviation industry.



"Our partnership with TECHNATION has been instrumental in advancing our reach in both the government and education sectors. Through our collaboration on various events, TCS has gained exposure to key government policy and decision makers, allowing us to drive digital innovation and accelerate Al adoption at a federal level. TECHNATION has also served as our conduit to the country's top academic institutions; working with their Career Ready program on the SustAlnable Aviation student challenge enabled us to connect with Quebec's student workforce and tap into the next generation of innovators."

Soumen Roy, Executive Director and Country Head, Canada,
 Tata Consultancy Services

2024-25 IMPACT

- \$17.6 million in wage subsidies distributed through Career Ready, including
 \$3.9 million allocated to TECHNATION members
- Supported the creation of 770 placements across 51 members through Career Ready
- 60% of TECHNATION member participation in the Career Ready Program
- 53% of the placements were related to digital technologies, including:
 - 15% in Al
 - 10% in Cybersecurity
- 37% of new TECHNATION members in 24/25 received Career Ready subsidies, compared to 16% in the previous year
- 72 Indigenous student placements through Career Ready, including the highest concentration of Indigenous participants per cohort in Winter 2025.

LOOKING FORWARD

TECHNATION is dedicated to cultivating the next generation of tech talent through its innovative, industry-driven FWD programming. In recent years, it has developed a series of impactful flagship events that create meaningful connections between industry, academia and the future workforce. Key initiatives include:

- @Hack: Poised to become Canada's largest cybersecurity capture-the-flag challenge, hosted in collaboration with Hexploit Alliance, fostering hands-on skills and innovation in the field.
- **FutureWave:** TECHNATION's annual conference that connects industry and academia, addressing the dynamic landscape of tech talent development and preparing students for a rapidly evolving workforce.
- Kinship Career Summit: In partnership with the First Nations Technology Council (FNTC), this annual career fair and networking event connects Indigenous tech talent with employers across Turtle Island, advancing inclusion and opportunities in the tech sector.

MEMBERSHIP

As Canada's leading technology industry association, TECHNATION delivers exceptional value to its members by fostering opportunities to engage, network and collaborate with industry and government leaders, all aimed at advancing Canada's national interests. Through our National, Ontario and Health boards, as well as our committees, working groups and taskforces, we ensure that members' voices are effectively represented across all levels of government.

In recent years, the tech industry has faced unprecedented challenges, impacting many of our members. This makes TECHNATION's role as a leader in Canada's tech sector more crucial than ever, particularly in addressing rapidly evolving opportunities or issues such as the need to accelerate AI adoption and critical technologies.

The growing demand for our advocacy and thought leadership underscores TECHNATION's strong reputation and commitment to Canada's tech sector. We remain dedicated to collaborating with government and members to navigate these evolving times and foster innovation, growth and prosperity.

TOP STRATEGIC PRIORITIES FOR MEMBER ENGAGEMENT



Government & Digital Transformation



Industry, Prosperity and Growth

TOP ISSUES FACING MEMBER ORGANIZATIONS



Public Sector Procurement



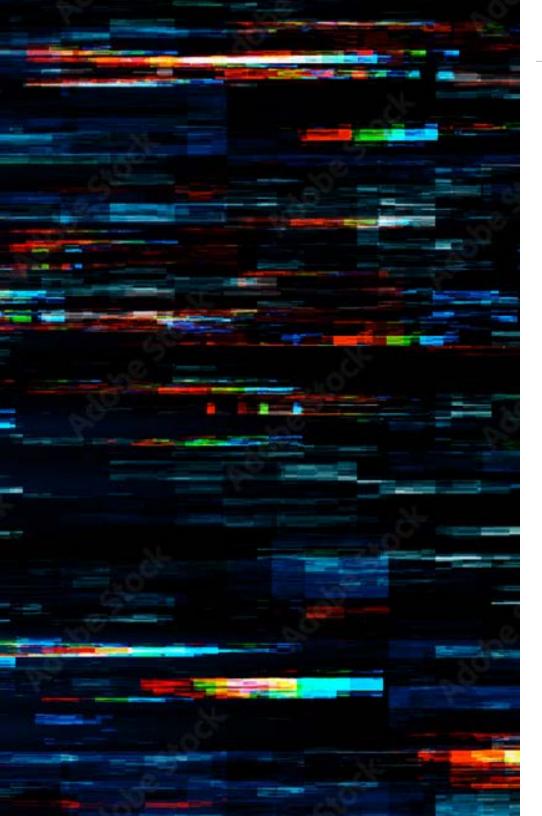
Budget Constraints

OUR MOST POPULAR MEMBER EVENTS, COMMITTEES AND WORKING GROUPS

TECHNATION committees, working groups and boards play an important role in connecting our members with strategic partner organizations and government leaders and policy makers. Participants also help direct TECHNATION activities through key events and initiatives.

- Federal and Ontario Public Sector Business Committees
- Public Policy & Advocacy Committee
- Policy Working Groups:
 - Artificial Intelligence
 - Procurement Modernization
 - Privacy, Cloud and Data
- · Health Interoperability and Standards Committee
- Health Advocacy Committee
- · Executive Briefing events
- Broader Public Sector events
- Strategic Knowledge Exchanges





LOOKING FORWARD

In 2025-26, TECHNATION remains focused on advancing Canada's technology sector by actively engaging with members to align with their evolving priorities. Through cadence meetings, regular surveys, and member update events, we remain committed to understanding and addressing the needs of our members.

Members are encouraged to connect, collaborate and expand their networks through TECHNATION's events, programs and initiatives. These platforms provide valuable insights into the opportunities, trends and challenges shaping Canada's tech sector and broader economy.

Globally, we are witnessing shifting geopolitical dynamics and an increasingly volatile tech landscape. Aligned with member and government priorities, TECHNATION will expand its programming in the upcoming year to deliver National Security and Defence initiatives to address emerging threats, safeguard critical infrastructure and bolster Canada's resilience, while continuing to advance key focus areas including Al adoption, cybersecurity and agile procurement.

As Canada's leading tech association representing organizations of all sizes across the country, TECHNATION is uniquely equipped to support the industry during these evolving times. Together, we will shape the future of technology in Canada

TECHNATION 2024-2025 ANNUAL REVIEW

25

TECHNATION LEADERSHIP TEAM AND BOARDS OF DIRECTORS

Our dedicated and passionate leaders bring a wealth of diverse experience and expertise to the governance and strategic direction of TECHNATION.

TECHNATION is governed by a National Board of Directors, comprised of accomplished members who provide leadership in shaping the organization's strategic direction. Complementing this, the TECHNATION Ontario Board of Directors and the TECHNATION Health Board of Directors focus on driving initiatives specific to their respective regions and sectors. These boards play a pivotal role in articulating TECHNATION's mission, achievements, and goals to the public while fostering support and engagement through advocacy efforts.

TECHNATION extends its heartfelt gratitude to all board directors—past and present—for their unwavering dedication, expertise, and passion. Their contributions have been instrumental in guiding our efforts to advance Canada's tech industry and champion innovation across the country.



BECOME A MEMBER

To learn more about our activities or opportunities for engagement, contact our membership team at MEMBERSERVICES@TECHNATIONCANADA.CA

HEAD OFFICE

5090 Explorer Drive, Suite 501 Mississauga, Ontario L4W 4T9

Phone: 905-602-8345

TECHNATIONCANADA.CA

