



Whistleblowing
Canada Research
Society

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April 13, 2026.

The Honorable Shafqat Ali, P.C., M.P.,
President of the Treasury Board,
House of Commons,
Ottawa, ON
K1A 0A6

Subject: Addressing Threats to our Democratic Foundations: A Collaborative Path Forward for Whistleblower Protection

Dear Minister,

Thank you for your letter of March 11, 2026. I appreciate the opportunity to engage with you on the vital matter of the *Public Servants Disclosure Protection Act* (PSDPA).

I am writing to you today in a spirit of collaboration and an earnest appeal for partnership. As Canadian citizens, we believe that the relationship between the public and the government should be one of mutual trust and shared goals, rather than one where we feel "at war" with the institutions meant to serve us. It is in this spirit of transparency and cooperation that I wish to bring a significant discrepancy to your attention.

During the recent UN Human Rights Committee periodic review in Geneva of Canada's performance under the *International Covenant on Civil and Political Rights*, we are aware that Canada's delegation indicated that the 2022 Task Force on the PSDPA submitted its report to the government in December 2025. This appears to conflict with your recent correspondence stating the report is still forthcoming. We would truly appreciate a clear update on the status of this report. Understanding the facts of its submission is the first step in moving past "ambiguous words" toward the positive, decisive action Canadians are looking for.

A Shared Opportunity for Improvement

We view the insights provided by whistleblowers much like the warning lights on a vehicle's dashboard. They are not a threat, but a vital opportunity to address issues before they escalate.



By embracing these disclosures,

we can:

- **Protect our Public Servants and all workers:** Move away from a culture where honest workers face serious workplace harm and injury through reprisals and instead foster an environment where loyalty to an organization's mission and integrity is celebrated.
- **Combat Corruption and Waste:** As seen in cases like the ArriveCAN affair, the lack of robust protection carries a heavy cost for taxpayers and public trust. Recent research from the [Association of Chartered Certified Accountants](#) indicates the risk of fraud is high and rising and confirms that whistleblowing and ethics metrics are now key investor indicators. Effective whistleblowing laws are needed to protect the perception of Canada as a safe place for investors.
- **Strengthen Institutions:** Whistleblowing is an essential mechanism of democratic accountability alongside access to information and privacy. These interconnected mechanisms are facing significant pressure and reported as on the verge of collapse. Meaningful reform is a chance to revitalize these critical pillars of our democracy more vital than ever in this chaotic global environment.

Working Together

For over 35 years, since the first private members bills in 1991, there has been a documented history of resistance to effective whistleblower protection on the part of successive governments and administrations. We believe it is time to break that cycle. We have conducted research to understand the root causes of this perplexing behaviour particularly when it is globally acknowledged that whistleblowing is the most effective and least expensive way to prevent fraud, regulatory failure and other wrongdoing and at the same time protect the public interest.

Identifying and understanding why something is a problem and why it is important it be fixed is essential to preparing for change. Sharing this knowledge so learning can take place is part of the change process as it : raises awareness of the need for change, can create the desire to support and take part in the change, offers knowledge on how to change, how to implement change and how to sustain change.

Based on decades of evidence and research by many academics, we have developed a framework for understanding why raising concerns provokes the perception of threat sparking reprisals and their destructive impact – key factors that silence disclosers. This understanding can be used as a tool to prevent reprisals. Education, and professional development training on this knowledge can spark the change process towards safer, speak up cultures, *with or without* legislative change.

We want to work *with* your office to ensure that disclosers of wrongdoing are safeguarded and that Canada leads the way in fighting corruption and supporting ethical governance.

We respectfully ask for an unambiguous response regarding the status of the Task Force report and a clear outline of the government's intended steps for reform.



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We further ask for an opportunity to brief a senior member of your staff on our framework for reprisal prevention which we call the Contingency Framework Plus, so it can be well understood. We hope to gain your support as we offer this training to Canadian organizations both public and private.

Our goal is simple: a Canada where the government and its citizens work together to safeguard integrity, support healthy workplace cultures and no one is punished for reporting wrongdoing. We look forward to your leadership on this urgent matter.

Yours Sincerely,

P Forward

Pamela Forward President, Whistleblowing Canada Research Society cc:

Members of the Treasury Board

The Hon. François-Philippe Champagne: Minister of Finance and National Revenue (ViceChair)

The Hon. Julie Aviva Dabrusin: Minister of the Environment, Climate Change and Nature

The Hon. Joël Lightbound: Minister of Government Transformation, Public Works and Procurement

The Hon. Maninder Sidhu: Minister of International Trade

The Hon. Marjorie Michel: Minister of Health