



SUPPORTING EXECUTIVES IN THEIR LEADERSHIP JOURNEY: EMPOWER, CONNECT, CHAMPION



2025-2026 Annual Report

LAND ACKNOWLEDGEMENT

APEX's office is located on the unceded traditional territory of the Anishinaabe Algonquin Nation. We express our deep respect and gratitude to this nation as the caretakers of the land, which not only provides enough for people, animals, plants, and waters to live in harmony, but also serves as a source of laws, values, and teachings.

From coast to coast to coast, APEX acknowledges the traditional ceded and unceded homelands of all the First Nations, Inuit, and Métis peoples. We greet and acknowledge the First Nations for sharing their Traditional Knowledge, the Inuit for sharing their Inuit Qaujimajatuqangit and the Métis Nation for sharing their values and principles.

APEX's Anishnabe odiki Kaki ja padiksin wedi odimta migwamik. Kitcha kijiye migwetc ndina nan anishnabek Nation ehgi kinendasiatc, akini, misowatc gotc mino minigik eh tibisek pemadasajij, awesisik, Karina kegon ka nitowgik, nibi kidja madiziwik, anish mamowi gotc acitc anishnabe inakonagewin, ka kopiyodamowatc, mamowi kinamagewin.

Kakina minigik eh ija agam-tcigamiyok, APEX ododapban acitc ogakendan anishnaben, tokolokan mamowi aptwizin oman ehgi pi tanakinjin. Kiga nigishkwanan Mamowi kiga nasadwabdawadwan anishnabek kegi pi wabdigowik eh ija kendamowatc kinamagewini, tokolok egi wabdigowik kewanwa tokolok Qaujimajatuqangit mamowi aptwizik eh ijanagonik ka tebwetamowatc mamowi eh ijagabwiyatc kewanwa.

A MESSAGE FROM THE CHAIR OR THE BOARD OF DIRECTORS

As Chair of the APEX Board of Directors, it is my pleasure to present APEX's 2025–2026 Annual Report. As I reflect on my first year as Chair, I am grateful for the commitment of my fellow Board members and proud of APEX's accomplishments.

As a Board, we have provided support and guidance to help APEX advance its mission over the past year. Guided by the 2025–2028 Strategic Plan, leaders have been empowered, the executive community is more connected, and excellence is being championed.

APEX has also laid new foundations through enhanced services, programming and events, and demonstrated its positive influence on the executive landscape. From the thousand executives who attended the Leadership Summit to individual advisory services, APEX is making an impact at a critical time in the federal public service.

We believe that leadership excellence requires diversity of perspectives and identities, inclusive and accessible workplaces, and a public service where executives lived experience is valued.

As we look forward, the Board's oversight and guidance will continue to play an important role in supporting APEX's continued evolution.

Martin Béliveau, Chair of the Board



A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Over the past year, we have made strides as an organization and deepened our sense of purpose. First and foremost, we have focused on equipping executives with the knowledge, tools and support they need in a changing and challenging environment.

This starts with investing to create a strong sense of community among executives. We have increased our regional engagement, expanded and improved our offerings, with over 100 events last year, and provided more opportunities for executives to engage and connect with senior leaders and each other.

We engaged more than 1,600 executives through our Executive Work and Health Study and this year we were intentional in engaging with diverse leaders to gain greater insight into their leadership perspectives across the public service. This input continues to inform our efforts to support executive well-being and strengthen inclusive leadership. I was also very pleased to have launched our mentorship program for new executives and a Positive Leadership toolkit with Dr. Craig Dowden.

We are also listening to our members to better understand their interests and concerns. We have conveyed these insights to senior leaders in the public service and have adapted our own services and programming in response.

As I look to the future, I am confident that APEX will continue to be a positive force for leadership excellence and executive well-being in the federal public service.

Jean-François Fleury, Chief Executive Officer



Reflecting on achievements, looking forward with ambition



Organized around the Strategic Plan's three pillars, Empower, Connect, and Champion, the report showcases key achievements, perspectives from the executive community, and priorities for the years ahead. It also outlines APEX's risk management framework, including the measures taken to identify and mitigate risks and the areas requiring continued attention.

As APEX continues to evolve, our focus remains clear: supporting federal public service executives throughout their leadership journey. Over the coming year, we will strengthen our value proposition for members, deepen strategic partnerships, and advance our commitment to an inclusive public service. We will also support executives as they advance the Clerk of the Privy Council's priorities through timely, practical, and relevant events and resources. Together, these priorities will guide our efforts through the midpoint of the current Strategic Plan.

APEX GOVERNANCE

The APEX Board of Directors plays a critical role in setting the strategic direction and ensuring strong oversight of the organization. It is composed of 16 members representing regions across Canada, including:

- 9 directors residing in the National Capital Region (NCR)
- 6 regional directors representing the Atlantic, Quebec, Ontario, Prairies, British Columbia, and the North
- 1 associate director representing former executives

Directors are elected by the membership for three-year terms and may serve one additional consecutive term. The Executive Committee includes the Chair, Vice-Chair, Secretary, Treasurer, and Officer-at-Large. The Board meets six to eight times annually.

2025–26 Highlights:

- The Board approved the following items prior to the 2025 Annual General Meeting:
 - The 2024–25 Annual Report, Audited Financial Statements, and Treasurer’s Report
 - The appointment of the auditor for the 2025–26 fiscal year
 - The election of a new slate of Directors
- The Board also provided strategic guidance and oversight for the implementation of the **APEX 2025–2028 Strategic Plan**, supporting progress on key initiatives, including the development of an enterprise risk register, our external partnership framework, and regional chapters.

Board Transitions:

We extend our gratitude to our departing Director:

- **Geneviève Binet** (NCR, Past Chair).

We welcome back three Directors, elected for a 2nd term:

- **Martin Béliveau** (NCR), **Tabitha Stubbs** (Ontario Region), and **Kent Estabrooks** (Associate Member).

We also welcomed two new Directors:

- **Nadine Huggins** (NCR), and **André Baril** (NCR).

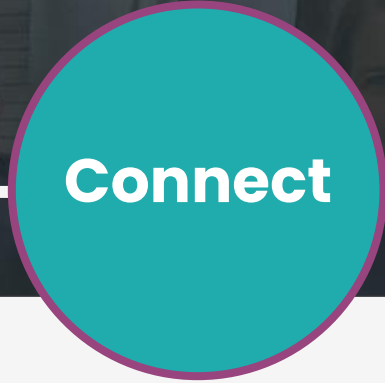


STRATEGIC PLAN 2025–2028 PRIORITIES & GOALS

Vision:
Be the trusted voice of the executive community that delivers excellence in an agile and inclusive public service.

Mission:
To advance leadership excellence and wellbeing by empowering, connecting, and championing executives from coast-to-coast-to-coast and internationally.

Principles:
empathetic
adaptable
professional
exemplary



To foster individual leadership excellence by:

Providing support through individual services, advice, and guidance:

- Advisory Services for Executives (ASE) and individual support on terms and conditions and compensation

➔ Expand ASE to strengthen specialization and representation

Sharing knowledge through mentorship, learning, and resources:

- Learning events, resources, and signature events
- Repository of executive support resources

➔ Mentorship program

Creating strategic partnerships to enhance services for executives:

- ➔ Increase external partnerships
- ➔ Digital acumen for executives
- ➔ Deliberate approach to new executive onboarding

To create a sense of belonging by:

Building trusted and inclusive networks from coast-to-coast-to-coast and internationally:

- Ambassador network and in-person regional engagement opportunities
- Collaboration and engagements with other networks

Facilitating engagement opportunities for meaningful connection:

- ➔ Create a *Collaborateurs* network to increase service delivery capacity
- ➔ Create regional chapters

Convening the community to share experiences:

- ➔ Increased executive exchange opportunities
- ➔ Revitalize the ADM forum

Legend:

- Current services and initiatives
- ➔ Potential new/enhanced services and initiatives

To advance community leadership and well-being by:

Engaging in evidence-based research to promote inclusive, diverse, equitable, and accessible workplaces:

- Executive Work and Health Study
- Applied Research Plan

➔ Collate best practices from within the public service

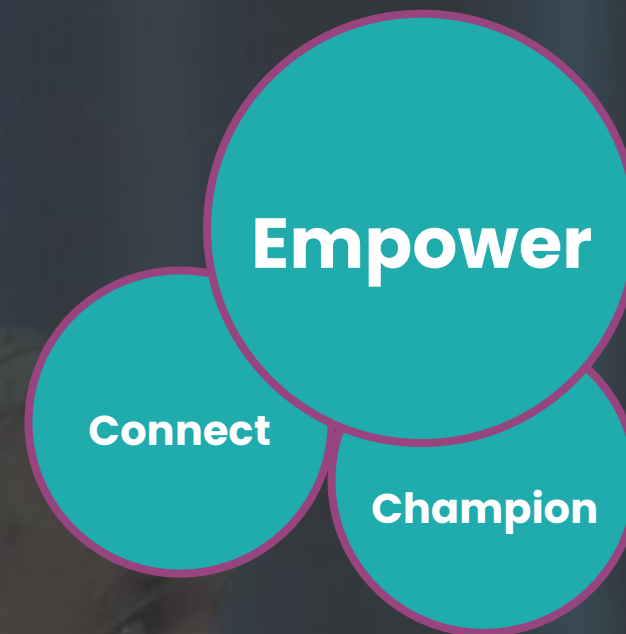
Influencing public service decisions that impact executives:

- Enhanced partnership with OCHRO and other key organizations to better serve executive needs

Recognizing and celebrating successes:

- APEX Awards of Excellence

➔ Incorporate talent management approach for participation in APEX signature events



To foster individual leadership excellence by:

- Providing support through individual services, advice, and guidance
- Sharing knowledge through mentorship, learning, and resources
- Creating strategic partnerships to enhance services for executives

Results Achieved

- Service offering expanded: from **19 events to more than 100 events, 7,300+ registrations**
- **1,300+ advisory sessions**, empowering **650+ executives**
- New **bilingual leadership tools** deployed across organizations
- **Enhanced new executive induction and launched mentorship program** (73 participants from 34 organizations, including 19 proposed mentoring relationships)
- Enhanced **external partnerships** through MOUs with **IPAC, IOG and universities**
- Enhanced **onboarding and external partnerships**

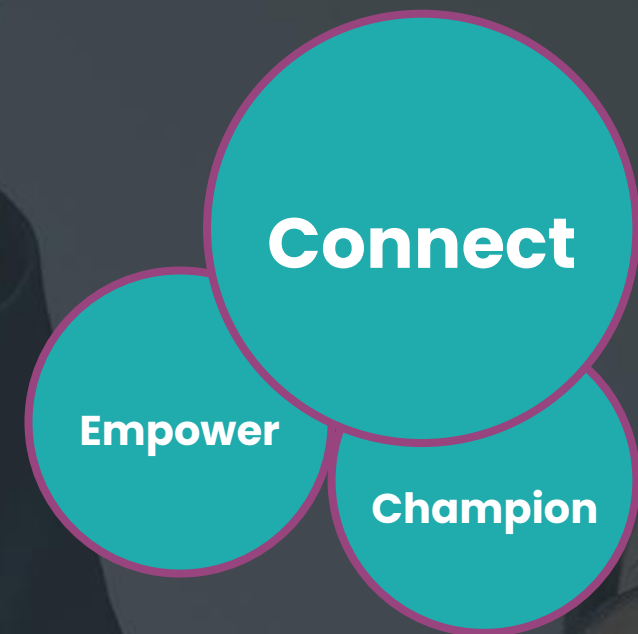
Our Impact

APEX has solidified its role as a trusted advisor—enhancing leadership capacity across the public service while delivering high-impact support through advisory services, practical tools, quality programming and peer engagement. These efforts are laying the foundation for sustained growth and reinforcing APEX’s national influence and credibility.

“
During a very uncertain period, ASE was an invaluable sounding board. Their guidance helped me understand my options and make informed decisions that aligned with both my professional and personal priorities.
— ASE client

Moving Forward

- Continuing delivering **high-value, high-impact services** (ASE, Executive Exchanges, mentorship, leadership tools)
- **Equipping executives with practical AI and positive leadership capabilities**, enabling stronger, more adaptive leadership through applied learning and tools
- **Continuing developing new strategic partnerships across Canada**
- Scaling **professional development events nationally**
- Strengthening **advisory, coaching and mentorship capacity**
- Launching a **renewed Affinity Program** to increase engagement and relevance



To create a sense of belonging by:

- **Building trusted and inclusive networks from coast-to-coast-to-coast and internationally**
- **Facilitating engagement opportunities for meaningful connection**
- **Convening the community to share experiences**

Results Achieved

- Delivered **23 Executive Chats & Socials**, fostering peer learning and national connections
- Hosted **APEX Summit 2025** with **1,200+ executives**
- Recognized excellence through **80+ APEX Awards nominations**
- Strengthened **regional presence** (engagement across 6 regions)
- Expanded Ambassador network to include representatives from Diversity Networks.
- Established solid foundation for new **strategic partnerships**

Our Impact

APEX continued to help executives remain connected and engaged with the community – creating meaningful and inclusive spaces for dialogue. Through expanded regional engagement, strategic partnerships and modernized communications, APEX is deepening its national presence and positioning itself as a unifying community for executives across Canada.

“

The community and connection element of APEX is really important. There is a lot of value in knowing you are not alone.

- Natalie Waples, Canada Revenue Agency

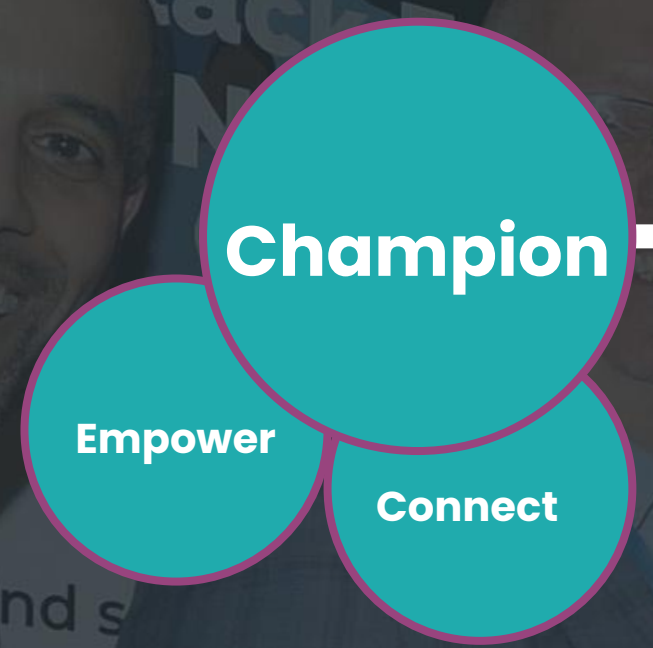
”

Moving Forward

- **Developing APEX Regional Chapters** and engagement structures
- Generating **regional insights with key external partners** (universities, private sector)
- **Scaling partnerships nationally** to deliver high-value, insightful content
- Strengthening **communications, brand and visibility** to support national reach



APEX



To advance community leadership and wellbeing by:

- Engaging in evidence-based research to promote inclusive, diverse, equitable, and accessible workplaces
- Influencing public service decisions that impact executives
- Recognizing and celebrating successes

Results Achieved

- Delivered **59 Executive Work and Health Study (EWHS) sessions** reaching **over 1600 executives across 6 regions and internationally**,
- Organized a number of events focused on equity-deserving communities, including the **Black Executives Network** and the **Black Women Executive Breakfast**
- Published **6 positive leadership learning modules** to support leadership excellence
- Strengthened APEX's **influence with central agencies and strategic partners**
- Launched **new initiatives supporting wellbeing and inclusive leadership**

Our Impact

APEX continued to champion leadership excellence through research, learning, and inclusive dialogue. Diverse leadership perspectives and intentional conversations on equity, accessibility, and inclusion, helped APEX amplify the importance of establishing a more representative, knowledgeable, and effective executive community across the public service.

“
APEX helps us become better leaders ... and better understand the competencies required for success.
– Emmanuel St-Aubin, Public Safety Canada,
APEX Ambassador
”

Moving Forward

Executives are looking to be better heard, supported, and informed—expecting APEX to continue shaping dialogue, evidence, and recognition at the system level.

- What We're Doing:**
- Deepening policy influence by leveraging research insights and strategic partnerships
 - Expanding the reach and impact of research-informed programming, including READI initiatives
 - Strengthening data-driven approaches to better identify trends, needs, and outcomes
 - Continuing to advance wellbeing and inclusive leadership through evidence-based initiatives
 - Launching a peer-support initiative for Black executives, building on READI, community engagement, and research insights

Enterprise Risk Management

A proactive and integrated risk management approach aligned with APEX's Strategic Plan and evolving federal priorities.

Risk Management Framework

- Identify and prioritize risks
- Monitor mitigation strategies
- Support informed decision-making
- Strengthen organizational resilience

➔ These mitigation actions demonstrate APEX's proactive approach to managing enterprise risks while sustaining impact, relevance, and organizational resilience.

What APEX did in 25-26 to mitigate these risks:

 Sustainability Fiscal restraint impacting operations and services • Membership growth initiatives • Multi-year financial planning • Operational efficiency improvements	 Relevance Services may not align with evolving executive needs • Executive engagement strengthened • Targeted communications expanded • Strategic partnerships enhanced • Continuous feedback mechanisms implemented	 Member Experience & Operational Integrity Service gaps affecting satisfaction and credibility • Digital experience improved • Processes simplified • Service capacity strengthened • Real-time support enhanced	 Capacity Growing demand exceeding organizational capacity • Workforce and succession planning advanced • Partnerships leveraged to extend capacity • Sustainable funding strategies implemented
--	---	--	--

Looking Forward, APEX will continue to:

-  Adapt services to a changing public service environment
-  Strengthen sustainability and organizational relevance
-  Deliver high-impact, client-centred services
-  Position APEX as a trusted partner in leadership excellence
-  Integrate risk management into operational planning, performance measurement, and Board oversight



APEX 2025–2026 Fiscal Year Results

AT A GLANCE



~ 7,700

followers on LinkedIn and growing



7,300+

registrations in leadership sessions, events, and services



2,800+

members and growing



1,300

advisory sessions delivered to 650 executives



1,010

executives in person at Summit 2025 (170 online)

98,7%

satisfaction on topic relevance



80

Awards of Excellence nominations

KEY ACCOMPLISHMENTS 2025–2026

EMPOWER

Fostering individual leadership excellence

- ✓ Expanded from 19 events in 2024-2025 to 100+ in 2025-2026
- ✓ Mentorship Program launched in 2026 with 73 participants, including 53 mentors from 34 organizations
- ✓ Partnership Framework established
- ✓ Piloted a new onboarding process (Induction)

CONNECT

Creating a sense of belonging

- ✓ Expanded the Ambassador Network to include READI communities
- ✓ Offered in-person regional engagement opportunities and visited 6 regions across Canada
- ✓ Increased executive exchange opportunities through 20+ national sessions and socials

CHAMPION

Advancing community leadership and wellbeing

- ✓ Increased the number of READI events, including the Black Executives Networking Event and Black Women Executives Breakfast
- ✓ 59 Executive Work and Health Study sessions reached 1600+ executives across 6 regions and internationally
- ✓ 6 Positive Leadership chapters published

PRIORITY AREAS 2026–2027

1.

USER EXPERIENCE & VALUE PROPOSITION

Review our digital approach, tools, and processes while strengthening and clarifying the value proposition of APEX.

2.

SIGNATURE EVENTS

Deliver first-class signature events, including the New Executive Pathway and the Leadership Summit.

3.

HIGH ADDED VALUE SERVICES

Continue to strengthen Mentorship, Advisory Services, Executive Exchanges, and leadership tools.

4.

REGIONAL EXPANSION

Establish Regional Chapters to strengthen community, support executives, and deliver regional value.

5.

AI & POSITIVE LEADERSHIP SESSIONS

Offer sessions and practical tools to strengthen leadership.

6.

BLACK EXECUTIVES PEER SUPPORT INITIATIVE

Explore needs and foster support from peers.

7.

PARTNERSHIPS

Multiply our partnerships to deliver thought-provoking insights across Canada.

VISION

To be the trusted voice of the executive community in an agile and inclusive public service.

MISSION

To advance leadership excellence and wellbeing by empowering, connecting, and championing executives from coast-to-coast-to-coast and internationally.

WHAT WE HEARD FROM OUR COMMUNITY

1. Strengthen alignment across executive levels

Ensure consistent understanding of roles, expectations, and decision-making authority across all EX levels.

2. Enhance decision-making clarity and flexibility

Better align accountability with the authority executives need to manage people and workplace realities effectively.

3. Improve communication and engagement

Provide earlier, clearer, and more contextualized communication to support consistent execution across organizations. Executives want to lead with authenticity.

4. Support and improve working conditions that influence leadership

Recognize that executives need functional workspaces and environments that support in person and collaborative leadership.

5. Support executive capacity and sustainability

Recognize increasing pressure on executives and reinforce support mechanisms to maintain leadership effectiveness and confidence.

6. Support organizational performance and individual wellbeing – the 3 areas of focus

- Psychological safety
- Psychosocial safety climate
- Supervisor support



Empowering Leaders · Connecting Communities · Championing Excellence