



ANNUAL REPORT
2024 - 2025



**Supporting Our Military
Community, Together**



Canadian Forces Morale and Welfare Services operates as a social enterprise, with the fundamental goal of creating value-added programs and services that positively impact the health and well-being of Canadian Armed Forces members, Veterans and their families.

Many of the photos used within were member submissions to the 2024 CAF Imagery Contest.

Cover image by Pte Jessica Dumais

Canadian Forces Morale and Welfare Services (CFMWS)

ANNUAL REPORT 2024 - 2025



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SUPPORTING OUR
MILITARY COMMUNITY,
TOGETHER

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GIVING BACK IN 2024 - 2025

Every year, thousands of military members and their families turn to CFMWS for support, and their needs continue to grow and evolve.

From helping kids in crisis, to promoting an active and healthy lifestyle through sports and recreation, to providing the essentials when moving to a new community or securing emergency funding for the most vulnerable — **CFMWS is building a better, stronger, healthier military community.**

FROM CAF CHARITABLE FUNDS



\$4M

DISBURSED

in loans to support Canadian Armed Forces (CAF) members, Veterans and their families from Support Our Troops.



\$2.11M

DISBURSED

in grants to the Soldier On programs from the Soldier On Fund.



\$8.79M

RAISED

through sponsorships and donations through PSP (Personnel Support Programs) HQ and across Bases/Wings.



\$1.95M

DONATED

to Support Our Troops.

\$2.23M

DISBURSED

in grants to support families from Support Our Troops.



\$2.57M

DONATED

to the Soldier On Fund, including \$1.2M for the Invictus Games Vancouver Whistler 2025/Warrior Games.



TO OUR CF ONE MEMBERS IN DIRECT SAVINGS



\$9.1M

interest savings through the CANEX No Interest Credit Plan.



\$340K

saved with the CANEX Home Heating Program.

\$139K+

saved with CANEX Price Match Policy.



\$838K

CANEX Rewards program points redeemed.



\$17K

saved on shipping charges by shopping CANEX.ca.



TO OUR CAF COMMUNITY



\$4.9M

annual CANEX/SISIP (trusted provider of products and services for CAF members) dividend contributed to Bases and Wings.



\$73K

distributed to participating Kit Shops through a 10% give-back program.



\$92K

Members helping members — donations at CANEX for Support Our Troops/Soldier On.



\$153K

donated to Support Our Troops/Soldier On by BMO MasterCard.



1,296

meals donated through Second Harvest Food Rescue, supporting 34 non-profit organizations.



\$20K

donated to Operation Santa Claus with the delivery of 2,940 care packages.

\$54K+

in surplus food donated to local non-profit organizations.



WHAT WE DO BEST

Meeting the unique challenges of military life, together.

Military life is defined by transitions. From recruitment, through training and temporary duty, postings and deployments, possible injury and finally through to release — military members and their families must adapt to the many unique challenges that arise from these transitions.

While dedication to military service brings both professional and personal rewards, research shows that military lifestyle hardships can have significant impact on a member's and family's well-being. Transitional challenges such as relocation, absences from family due to operational deployments and the potential for injury are consistently ranked as the top three stressors affecting military life.

These challenges are felt more acutely by families with special considerations, including single parents, dual service couples, family members with special needs and families experiencing a breakdown. Over half of CAF members are married, many with children, and many are caring for elderly parents.

Mental and physical well-being, family life and financial security have never been more critical to recruitment, retention and operational readiness.





Photo by Avr Anne-Julie St-Hilaire

Canadian Forces Morale and Welfare Services (CFMWS) continues to be an essential partner in cultivating a healthier military community. Building on its proud 50+-year history, CFMWS delivers life-changing wellness programs across the following five dimensions: mental; physical; social; physical; financial; and family to the CAF community.

CFMWS helps members adapt to a military lifestyle — through our support to CAF operational readiness by serving the needs of every member of our military community, we help members thrive through the many transitions that shape military life. CFMWS continues to have a positive impact on the lives in our military community — having served tens of thousands of members, Veterans and their families — a tribute to the growing need for, and importance of, CFMWS' work in advancing the well-being and resilience of our CAF members.



OUR MISSION

To improve the military community's resilience and well-being through the design, delivery and evaluation of wellness enhancing offerings to contribute towards operational readiness, recruitment and retention of the Canadian Armed Forces.



MESSAGE FROM THE CDS AND CAF CWO

We are pleased to present the Canadian Forces Morale and Welfare Services 2024 – 2025 Annual Report which recognizes the significant achievements and contributions provided to our Canadian military community.

As we reflect on our first year together as the leadership team of the Canadian Armed Forces (CAF), we are inspired by the dedication and professionalism of Canadian Forces Morale and Welfare Services (CFMWS), an important partner to the Canadian Armed Forces community.

CFMWS provides a broad spectrum of wellness programs essential to a healthy and fulfilling military life—from mental, physical, and financial health supports, to recreation, spousal employment assistance, and family services. These services are foundational to the resilience of our people and directly contribute to the operational readiness, recruitment, and retention of the CAF.

Throughout our service, both at home and abroad, we have witnessed the unique challenges that come with military life. It has been our privilege to meet many of the dedicated individuals behind CFMWS—people who assist new recruits, support families through deployment, and help members and veterans successfully transition to civilian life. Their compassion and unwavering service to others reflect the very best of our Defence Team.



As we navigate an increasingly complex and dynamic global security environment, it is more important than ever that we remain focused on our priorities: supporting our people, maintaining operational excellence, reinforcing professionalism, and strengthening our domestic and international contributions. In doing so, we must continue to uphold the highest standards of ethical conduct and personal integrity—cornerstones of the trust Canadians place in us.

As we look back on our 2024 – 2025 accomplishments, CFMWS can be proud of its work to streamline processes, advance technologies, and develop new capabilities that will help employees adapt to this rapidly evolving world.

We are stronger together. Guided by shared values of respect, compassion, and dignity, we will continue building a more resilient and inclusive Canadian Armed Forces—one that is equipped to serve Canada with pride, dedication, and excellence.

Handwritten signatures of Gen Jennie Carignan and CWO Bob McCann in blue ink.

Gen Jennie Carignan
Chief of the Defence Staff

CWO Bob McCann
Canadian Armed Forces
Chief Warrant Officer



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

Strengthening our military community, together is at the heart of everything we do. The personal commitment and dedication of CFMWS employees to improve the military community's well-being in support of operational readiness, recruitment and retention makes us who we are today.



This year's annual report highlights feedback with examples of support from members of the Base and Wing Command Teams, including Base Commanders accompanied by their Chief Warrant or Chief Petty Officers. These comments were gathered during the Annual Base and Wing Command Team Forum, with representation from Esquimalt to Gander and CFSU Europe. It provides an open exchange of information, feedback and ideas to best understand both the collective and unique needs of CAF members where they serve. It showcases how we work together to provide the essential programs and services needed to improve the quality of military life.

The changing geopolitical landscape has added new complexities, resulting in greater volatility and uncertainty. Fold in our challenging economic times and rapid advances in technology — and our CFMWS mandate and financial sustainability take on increasing importance and impact. By rationalizing the delivery of our public and non-public programs for CAF members, improving technology and simplifying processes, we are continuing to strengthen our financial performance and service/program delivery.

Our drive to modernize the public funding framework for CFMWS programs and services continues. Through the collaborative effort of the A-PS-110 Project Management Team, CFMWS has identified more realistic direct and indirect costs to deliver our programs. This modernization initiative will continue into the next fiscal year as we work to ensure the delivery of key public programs such as Military Family Support, sport and recreation programs, and financial counselling meets the demands of CAF members.

We are proud to highlight the CAF endorsement for a sustainable framework and program for CAF Sports, as well as the ongoing internal collaboration to align our service delivery model for CFMWS Outside of Canada (OUTCAN) programs. These important initiatives will further focus and streamline our services, encourage new ideas, improve communications across the chain of command and enhance the CAF member experience. These initiatives demonstrate our determination to find ways to be more efficient, and to use valued funding in areas most important to CAF members.

I would like to take this opportunity to celebrate the success of our CAF members who participated in the Invictus Games Vancouver Whistler 2025. Team Canada consisted of 56 currently serving and retired competitors, 40 staff, and 157 friends and family. This collaborative initiative is led by our Soldier On Team in partnership with the CAF Transition Group, Veterans Affairs and True Patriot Love.

By leveraging the talents and resources of our employees, partners and donors, together we continue to advocate for change and to create sustainable solutions that improve the lives of our military regular force, reservists, Veterans and their families.

We know that to deliver high-quality service, CFMWS employees need the investment, tools and training to perform with excellence. We continue our commitment to provide important wellness programs that support mental health, a safe and respectful workplace and an equitable work environment for everyone. We strive to lead a healthier and more inclusive workplace to foster a culture that upholds the highest standards of conduct.

My personal commitment as CEO of this great organization is to share with you what supporting our military community, together means to me. I hope the military experience will be both memorable and fulfilling — one in which members and their families will think back proudly on their military life as I do, and stay engaged with CFMWS as members or Veterans throughout their lives.

Thank you for your continued dedication to support CAF members, as we work together to improve the lives of our military community — now, and for future generations.



Ian Poulter

Managing Director, Non-Public Property
Chief Executive Officer, Staff of the Non-Public Fund

01



WELLNESS

ENHANCING SERVICES

Photo (modified) by Avr Marcos Resch

Mental Wellness

With CFMWS — Our Goal Is That Everyone Should Strive To Reach Their Full Potential

As the home of our nation's largest fighter base, 4 Wing and CFB Cold Lake deliver combat air power to meet Canada's commitments both domestically and internationally. Integral to the defence of North America's airspace through the NORAD mission, 4 Wing maintains readiness to deploy forces anywhere in the world as ordered by the Government of Canada. CFMWS is fundamental to this mandate — it supports operational readiness, prepares members for deployment and provides a support system for families.

Fitness encompasses both physical and mental well-being. "The demands of service are high, and we must strive to ensure that members are resilient. From a physical perspective, an aircrew conditioning program has been introduced to prevent injuries as fighter pilots are subjected to constant strain and adverse conditions."

When it comes to families and loved ones, the MFRC team provides various programming to ensure our families feel supported, included, and heard. "The services the CFB Cold Lake MFRC team provide have truly fostered a stronger sense of community and allow our Defence Team members to maintain operational readiness — knowing families are supported is comforting."

Our goal is that everyone should strive to reach their full potential. Education on the health and wellness promotion side includes a wide range of topics such as nutrition, anger management, Respect in the CAF and suicide prevention workshops. Designated Wing-wide ground training days allow for squadrons and units to bring in guest speakers such as the PSP Health Promotion team within their own unit lines — a meaningful impact is being achieved through greater access.

CWO Dipen Mistry,
4 Wing and CFB Cold Lake CWO

10,305

PARTICIPANTS

received Health Promotion on suicide awareness.

2,677

SERVING MEMBERS AND VETERANS

received equipment grants provided by Soldier On to strengthen mental and physical health.

2,773

FAMILIES

were supported by psychoeducational and psychosocial interactions at local Military Family Resource Centres.

8,722

FAMILY MEMBERS

reached out for support to the Virtual MFRC, including 5,295 individual phone calls to the Family Information Line.



National Prenatal and Postpartum Program (PNP3)

The Prenatal and Postpartum Program (PNP3) enhances the overall wellness and fitness of CAF members during pregnancy and maternal/parental leave. This program targets physical performance, nutrition, sleep, pelvic health, emotional well-being and social connectedness. Key accomplishments of the PNP3 project include the successful implementation of a pilot program, the development of essential program elements, a national program launch, and the creation of evaluation tools to assess the program's relevance, design and performance.

As of end of February 2025, PNP3 had 418 participants, 98.6% of whom would recommend PNP3 to others. Greater than 90% of participants were satisfied with training, equipment, space, Fit-mom kits and the opportunity to socialize. Outcomes such as physical performance, nutrition and social connectedness are expected in 2026. The evaluation findings will drive program improvement and help target future interventions, ensuring that this program continues to meet the needs of its eligible participants.

Healthy Relationship Campaign

Marking its fifth year, the Healthy Relationships Campaign ran from October 21 to November 1, 2024. Based on consideration from community partners and its current relevance for military families, the 2024 theme was "Relationships and Finances."

New to the 2024 campaign were two videos featuring military families who discussed managing finances and overcoming challenges as a couple, as well as two new tip sheets on managing finances and exploring economic abuse. In addition, two webinars with SISIP Financial and WomanACT were held with the Gender-Based Violence (GBV) Community of Practice to build capacity when supporting military families in relation to finances and economic abuse.

Morale and Welfare Services to Deployed Operations

Morale and Welfare services provided to deployed operations aims to enhance the overall well-being and effectiveness of personnel through comprehensive support programs. Recruitment, training and force generation of Staff of Non-Public Funds (SNPF) employees are critical components to ensure a well-prepared workforce to support both Landforce and Sea operations.

These employees are trained to deliver a range of impactful services, including the provision of amenities, fitness and sports programming, recreation events and excursions, retail operations, barber services, administering the HLTA (Home Leave Travel Assistance) program and Non-Public Property (NPP) financial services on deployment.

Additionally, the provision of both public and non-public morale and welfare funding to deployed operations ensures that CAF members have access to essential resources and recreational activities to foster a positive and resilient operational environment. These efforts collectively contribute to maintaining high morale, operational readiness and the overall success of deployed missions.



Photo by Sarah Estey

Social Wellness

Base Leadership Team And CFMWS: Every Day Is A People Day

There is no typical day that characterizes the challenges found on a base — my role is similar to being the mayor of a small town. From police and fire stations, roads and recreation to ranges and ammunition storage, my day can find me visiting with the children at MFRC daycare, then joining helicopter door gunners. Within these contrasts is one common theme: every day is a people day.

When asked which CFMWS programs and services are essential to improve the well-being of the military community — “All of them. They are all interconnected, each one compliments the other.”

Every soldier is different. They have their own life and lived experience. Families count on daycare, and before and after school recreation programs. When family is well taken care of, members can fully concentrate on their training.

CFMWS staff understand how to help with the stresses of military life. Fitness instructors are passionate and want to see troops fit, and ready for deployment. Mess managers and staff socialize with soldiers they know have just moved to the base. Interaction has evolved to become more approachable — there used to be stigma associated with seeking help for financial distress. This has changed, and now it's common to go to SISIP for advice and help.

“CFMWS is an enabler for our sailors, soldiers, everyone. They provide peace of mind, with members knowing they have their best interests at heart with families at the centre, enabling members to focus on their mission.”

CFMWS teams also excel at deployment support and services on the front lines. They organize excursions, power lifting tournaments, and movie nights if the deployment allows this. In Kuwait, in the middle of nowhere they had a personal trainer and equipped gym. They made soccer happen on the deck of a frigate. These are instant and huge morale boosters for our soldiers.

120,886

MEMBERSHIPS

purchased and 110,788 enrollments across the CAF Community for Recreation programming.

2,940

CARE PACKAGES

were donated to Operation Santa Claus to connect deployed members with their families.

100

YEARS RCAF

illuminated more than 500 confirmed locations in 26 countries — a Guinness World Record.

2,333

TUTORING HOURS

provided to 119 individual CAF families, with 155 children and youth provided with Individual Education Plans.

24,650

TOTAL NIGHTS

spent in CAF Campgrounds.

Col Jason Guiney

Commander, 4 CDSB Petawawa

Joined by CWO Todd Buchanan, Base Chief Warrant Officer

Operation Santa Claus

Operation Santa Claus (OSC) brings comfort and holiday cheer to CAF personnel stationed in challenging and remote locations around the world. In 2024, this program sent 2,940 care packages to over 25 missions, benefiting deployed CAF members by providing them with holiday-themed snacks, toiletries and heartfelt notes of encouragement.

These packages serve as a reminder that their sacrifices are recognized and appreciated by their fellow Canadians. The Operation highlighted the commitment and compassion of volunteers, donors and corporate partners who made this all possible.

OSC has become an incredible symbol of the Canadian spirit — reinforcing the strong bond between Canadians and our military community. It ensures that, despite being far from home, CAF members feel remembered and valued during the holidays. This program's impact continues to grow, making it an integral part of the holiday season for many CAF members, and embodying unity and support for our Canadian military community.

RCAF Illuminating 100 years

In celebration and commemoration of the RCAF Centennial, landmarks — attractions, businesses and residences across Canada and the world were proudly illuminated blue on April 1, 2024. With more than 500 confirmed locations in 26 countries, this RCAF 2024 initiative broke a Guinness World Record for the number of landmarks illuminated in 24 hours, previously set in 2010.

The Illuminations campaign provided an opportunity for Canadian allies, communities, business leaders and individual citizens to unite and pay tribute to the RCAF. The campaign reinforced the favourable view that Canada has established on the international stage, highlighted the positive role and impact the RCAF has made throughout its history, and aided in reconstitution and public relations efforts. The campaign achieved significant engagement, with 395,000 Instagram plays and 140,000 Facebook plays — showcasing the widespread support and recognition of the RCAF's significant and valuable contributions.

RCAF "Astra" Mascot

CFMWS enabled the RCAF to create Astra, the official RCAF mascot. The name Astra was chosen through a naming competition, with the top three submissions provided to the Commander and Command Chief Warrant Officer (CCWO) for final selection.

While Astra was predominately profiled by the RCAF 2024 team during national activities, Astra was also deployed to Wings, Squadrons and Units for regional events. Astra is more than simply a mascot — Astra is a symbol of the RCAF's heritage and commitment to excellence. The choice of an eagle is significant, personifying the values exemplified by the Air Force. Astra's presence at events and engagements serves to inspire and remind everyone of the RCAF's proud history, and its ongoing dedication to excellence. A fan favourite with youth, Astra became an integral part of public engagement.



Physical Wellness

CFMWS Is Our Compass — Setting Good Habits Early To Stay Healthy And Focused

My role as commander of 15 Wing, the centre of the RCAF aircrew ab initio training in Moose Jaw, SK and Southport, MB includes regular huddles with staff to identify pressing issues and priorities. We follow battle rhythms that see a semi-transient population with unique needs.

CFMWS programs that are core to us include fitness and sport, especially as they relate to pilot training services. “CFMWS staff are emotionally committed. They are with us all hours of the day and weekends running special training sessions, sports programs, competitions and major events for the base involving members and their families. We see big returns.”

A significant value-add is performance coaching. “This is huge for us, as members learn from their experiences on the course and receive coaching to achieve success. Setting good habits early is important, especially for students as they push through the circuits they go through — mental performance coaching is also key.”

There has been an evolution that now sees a more mature, sophisticated CFMWS that draws on evidence-based research across different areas to develop programs and support.

“CFMWS provides the full cycle of support and has evolved to become fully incorporated into our base structure to offer valued guidance and support, demonstrating empathy and generating a feeling of belonging for members and their families. They help us be better humans.”

Col Daniel Coutts

WComd 15 Wing, Moose Jaw

Photo (modified) by WO Brangwyn Jones

65,774

CAF PERSONNEL

completed a FORCE Evaluation.

7,142

REGULAR FORCE CAF MEMBERS

completed a voluntary survey on physical activity, nutrition, and sleep during their FORCE Evaluation.

43,093

CAF MEMBERS

participated in Health Promotion briefings to acquire the skills and knowledge to make healthy lifestyle choices.

3,100+

CAF SPORTS PARTICIPANTS

competed at regional, national, and international levels.



Health Promotion

Health Promotion program delivery is evolving to become more responsive to the identified needs and priorities of the various communities served by CFMWS. This requires evidence-based methods to efficiently collect timely and granular data on barriers to healthy living.

In 2024 - 2025, PSP launched a short, voluntary survey for CAF members to complete during their annual FORCE evaluation. The survey contained validated indicators of BALANCE behaviours (e.g., levels of physical activity, nutrition and sleep), and asked members about the factors that prevent them from engaging in regular physical activity, balanced eating and healthy sleep. In total, 7,142 surveys were completed by Regular Force CAF members. Survey results are used to brief CAF Chain of Command on the association between operational fitness and health-related behaviours within their lines, and to secure their buy-in to create action plans to promote healthy living within their area of responsibility.

Recreation Club Supports and Standardization Protocols

Recreation clubs are crucial for personnel morale. However, inconsistent operations led to varied member experiences. To address this, the CAF and PSP implemented standardization protocols to ensure consistent quality and transparency.

The updated standardization process guided clubs through the necessary steps and provided PSP with improved management methods. This approach benefits the community with a consistent and high-quality recreation club experience.

To further enhance recreational programming, the Annual Club Verification Process and Gold Seal Awards were introduced. This policy evaluated clubs' adherence to standards, awarding the Gold Seal to those meeting or exceeding set criteria.

The Base Commander oversaw the implementation, Recreation Managers conducted audits and Club Executives ensured compliance. This initiative promoted continuous improvement, making CAF

recreation facilities a model of excellence and motivating clubs to maintain high standards.

Qualified Basic Fitness Training Assistants

Since 2023, the Basic Fitness Training Assistant (BFTA) Qualification has been decentralized, enabling local PSP staff to train CAF members directly on their Base or Wing. This initiative supports fitness delivery and enhances operational efficiency and readiness. It offers several benefits, including PSP staff who develop their professional skills to become BFTA Instructors, CAF members who receive this qualification and can support local fitness training, and CAF members who benefit from motivated and qualified BFTAs. Additionally, this project provides timely training to CAF members, and fosters effective working relationships between local PSP staff and the CAF members they train. In total, 127 CAF members were qualified in 2024 - 2025.



Photo by Maj Javin Lau

Financial Wellness

Better Together — CFMWS Alleviates Day-To-Day Member Concerns And Allows Them To Focus On The Mission

The individuality and diversity of the Defence Team demands that we move beyond the idea that the unique needs amongst individuals and their families can be addressed solely within the lines of Command Teams. “Our relationship with CFMWS is often instrumental in providing adaptability and openness, as well as non-judgmental communication and individualized advice. This enhances our mechanisms and manners of support and caring, often impacting the lives of our members and their families in meaningful ways.”

CFMWS offers a service for nearly every requirement, which has allowed Base Command to become a key resource and foundation of support. The CFMWS team provides guidance and direct assistance to address a wide range of member situations.

Reducing the stigma around seeking financial help and encouraging early engagement with financial counseling is a critical shift. Housing affordability and availability is a significant issue in many areas throughout Canada, and it requires a collective effort to ensure our members and their families are supported. One initiative involves incorporating SISIP briefings into early career training, and ensures frequent communications of this benefit to assist in planning for and overcoming cost of living challenges.

We are focused on continuing to improve our ability to meet the diverse requirements of our workforce. The needs of our members, and the dynamic of a common family is different than it once was, and we must continue to evolve with current needs — while planning for the future.

Capt(N) Kevin Whiteside

Commander, CFB Esquimalt

Joined by CPO1 Sue Frisby, Base Esquimalt Chief Petty Officer

Photo (modified) by WO Brangwyn Jones

32,656

IN-PERSON OR VIRTUAL

client appointments conducted with SISIP Financial Advisors.

2,600

PARTICIPANTS

attended three Financial Education Program webinars offered in both official languages.

6,500

AVAILABLE JOBS

posted on the Military Spousal Employment Network website weekly.

733

CAF MEMBERS

and their families received assistance from SISIP to access over \$3.5M in grants and/or loans.

558

MILITARY SPOUSES

accessed individual career counselling.

1,720

PERSONALIZED BUDGET PLANNING

consultations delivered to educate and assist families in meeting their financial goals.



Financial Education Program

The Financial Education Program empowers CAF members and their families with the knowledge and skills to confidently manage their finances. Building on the successful pilot from September 2023 to April 2024 which engaged over 7,500 CAF members, SISIP has established a robust foundation for a long-term financial education strategy.

Developed in collaboration with CAF leadership and aligned with the CAF's Plan for Reconstitution – Financial Resilience, this strategy supports the broader goal of financial strength and operational readiness across the CAF. This program will continue to be offered in multiple formats — including online, virtual, and in-person — with enhanced custom content tailored for the CAF.

Military Spousal Employment Network

In 2024 - 2025, the Military Spousal Employment Network (MSEN) expanded to 45 national employers. This rapid program growth has translated into an average of 6,500 available jobs posted weekly on the MSEN website, as well as over 11,000 individual website logins in 2024 - 2025. In 2024 - 2025, over 500 individual spouses have accessed individual career counselling delivered online by Military Family Services, and an additional 636 spouses have participated in group training focused on employment-related topics. When surveyed, 89% of program participants agreed with the statement "I gained knowledge that will have a positive impact on my career development."

Spousal Employment in Deployed Operations

Increasing spousal employment in deployed operations has enhanced operational efficiencies for OP REASSURANCE in Riga, Latvia. By leveraging OUTCAN military spouses, CFMWS has ensured consistent coverage in administrative duties and retail

operations — crucial to keeping the mission running smoothly.

Last fiscal year, CFMWS added three part-time positions held by spouses for up to three years. This consistency in staffing has mitigated the disruptions typically caused by single rotations, allowing for a more stable and efficient workflow. Moreover, employing OUTCAN posting spouses has had a positive impact on families, providing them with meaningful employment opportunities and a sense of purpose while supporting their deployed partners.

This initiative aligns with one of the key priorities of the Chief of Defence Staff (CDS), which is to enhance the well-being and resilience of military families. By increasing the number of local part-time positions to include other trades, and expanding this program to second and third locations, CFMWS is both bolstering operational stability and efficiency and fostering a supportive and inclusive military family environment.



Photo by Avr Gregory Cole

Family Domain of Wellness

CAF In Europe — Canadian Performance, Pride And Community

Leadership of the Command Team for Europe involves the complexity of various locations hosted in different countries. The lead unit in Niederheid, Germany provides readiness support to DND and CAF personnel serving in Europe on NATO and CAF initiatives. With CFMWS, it unifies and connects the different bases and communities to support the military in operational efficiency — and the families who support their partners and parents on a day-to-day basis.

“As a Command Team, we work closely with CFMWS managers to take the pulse of our communities, as well as the trends taking place in Europe to work together to identify potential issues and their impacts on members and their families. We foster a strong sense of belonging so far away from home.”

We create events that bring everyone together through sports, schools and special occasions. We have Canadian teachers who teach CAF children, and often it is these teachers’ first exposure to military communities. CFMWS organizes a welcome BBQ each year, and it is an awesome event where kids get to know their teachers outside of the classroom (hot dogs and hamburgers have “universal” appeal).

Sports gather teams from different bases, Canada Day is celebrated as a source of pride, and while Europe may not believe in Halloween as we do, we create a tri-community event that features a haunted house at HQ, and children enjoy special “Trunk or Treat” candy collection in the parking lot.

“The willingness by the CFMWS team to go above and beyond is exceptional. Moving is stressful for any family — even more so to a different world on a different continent.” CFMWS offers daily support from start to finish, including a welcome package; assistance integrating into a new environment; home alone, cooking and babysitting courses for kids; coffee hour programs at different bases; battlefield tours during the evenings; and check-in calls that reach out to ask how everything is going. “The positive result: parents feel at ease, knowing that their families are well taken care of.”

Photo (modified) by WO Brangwyn Jones

2,767

FAMILIES

received navigational support with a Family Transition Plan.

15,608

PARTICIPANTS

joined the 17th edition of the Canadian Army Run and raised \$400K for the CAF Charitable Funds.

1,329

NAVY BIKE RIDE PARTICIPANTS

raised \$34K for the CAF Charitable Funds to help navigate the unique circumstances of military life.

297,000

STREAM VIEWS

for the Call of Duty Endowment Bowl (C.O.D.E).

LCol Alma Pleasance

CFSU Europe Commanding Officer

Joined by CWO Samuel Pépin CFSU
Europe Chief Warrant Officer



Day Summer Camps

Twenty-three Day Summer Camps operate across Canada, serving over 9,500 campers each summer with a focus on military families. New sponsorship revenue enabled Greenwood Day Camp to address its unique needs, hiring more staff and purchasing sensory items to support nearly 10% of campers requiring inclusion assistance. This funding was crucial as the camp faced a significant increase in support requests for the 2024 season. As a result, 27 children received the necessary support to fully participate in all camp activities, including swimming and field trips.

Testimonials from parents and staff highlighted this positive impact — noting improved camp experiences and the ability to provide one-on-one support, ensuring all children could enjoy and benefit from these summer camp programs.

Military Families in Transition

Military Family Services supported the CAF Transition Group in achieving Full Operational Capability for the Military to Civilian Transition process. By employing regional Family Transition Advisors within Transition Units across Canada, CAF families were provided consistent, tailored support throughout the voluntary release process. A total of 2,767 families were supported through navigational support with Family Transition Plans created.

In addition, this model is being replicated to inform the development of improved Enhance Transition Services for families undergoing the medical release process which will be piloted in 2025 - 2026.

Military Family Services, alongside SISIP Financial and MarCom, developed and delivered CFMWS-specific national, standardized content for the “My Transition Seminars” tailored for CAF members preparing for a general release, medical release or those releasing at the executive level.

Services for Military and Veteran Families: 2024 Operations Manual

Military Family Services, in consultation with Military Family Resource Centres, developed and produced Services for Military and Veteran Families: 2024 Operations Manual to positively contribute

to the member experience. This initiative fosters consistent, core services across Canada that are held to account by data collection that is embedded in service delivery, as well as the Quality Management framework. The 2024 - 2025 outputs will serve as a benchmark to support both continuous improvement and quality management methods to ensure families have access to services when, where and how they require this assistance. The goal of this initiative is to improve the quality of the services accessed by 22,668 CAF family members.

Mess In/Out Online Clearance

The Mess in/out online clearance system was successfully piloted and implemented for CAF members to check in or out of their local Base or Wing. Members can now complete their clearance forms electronically through cfmws.ca.

Managing Military Lifestyle Challenges

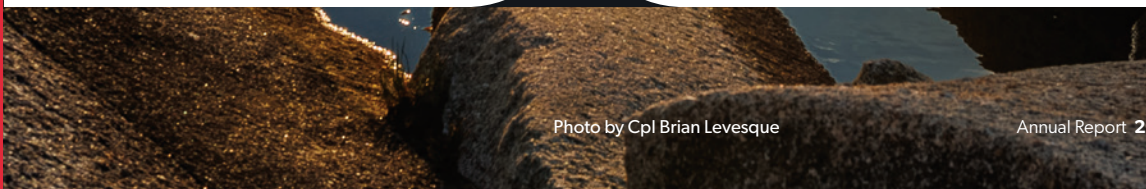
Military Family Services engaged over 1,000 family members in two different research studies, incorporating both interviews and surveys. These family members shared their experiences about military lifestyle challenges, family breakdowns and violence, and the factors affecting their family resilience through military-related absences and deployments. Their suggestions, combined with research analysis, resulted in over 30 recommendations and implications for future service delivery policies and practices. Steps are underway to begin implementation.

02



STRATEGY

AT A GLANCE



Mission

Why we exist

To improve the military community's resilience and well-being through the design, delivery and evaluation of wellness enhancing offerings to contribute towards operational readiness, recruitment and retention of the CAF.

Vision

What we want to be

Improving lives around the world.

Mental • Social • Physical • Financial • Family

Values

What we believe in and how we behave

Caring • Integrity • One Team • Creative

Strategic Goal

What we want to achieve

By 2027, we will achieve financial sustainability, and year-over-year profitability for all programs and services delivered within the non-public property framework.

A-PS-110 Policy Modernization

Strategic Imperatives

What our core game plan will be

Achieve Sustainable Revenue Sources

- Confirm sustainability and value proposition.
- Evaluate and implement monetization opportunities.
- Develop Digital Transformation Roadmap and implement priority technology initiatives.

Improve the Quality of the CFMWS Experience

- Evaluate and reassess Service Delivery Framework.
- Rationalize delivery of public programs.
- Rationalize delivery of non-public programs for net profitability.
- Develop integrated infrastructure plan and prioritize for investment.

Increase Operational Efficiencies

- Conduct core process review and prioritize for re-engineering.
- Realign business practices and functional authorities.
- Develop Future Strategic Workforce Plans.
- Implement Enterprise Data Analytics and Information Management Program.

Improve the Employee Experience

- Implement Talent Management Strategy.
- Implement Digital People Management System.
- Implement Workplace Wellness Programs.
- Implement Total Rewards Programs.



Photo (modified) by Aviator Marcos Resch

2024 – 2027

CFMWS STRATEGIC PLAN

Our long-term successful partnership with the CAF and DND ensures that CAF members, whether serving or retired, and their families are equipped to overcome the unique challenges of military life. The policy framework to authorize public support to CFMWS for public morale and welfare programs, agreed to by the Chief of the Defence Staff (CDS) and Deputy Minister, has not sufficiently evolved over the last 25 years.

Current government funding for public programs and services is under pressure due to political shifts aligned to deficit reduction. This, coupled with the initiative to review A-PS-110, could result in changing financial requirements which represent the true cost to serve our military community. Further, CFMWS has an obligation to provide oversight to safeguard non-public property, and to steward NPP morale and welfare programs and services delivered on CAF Bases/Wings.

We will prudently evaluate program efficiency, identify risks, and assess program and service impacts to verify that they continue to be a valuable use of public funds.

A-PS-110

Following the establishment of the Project Management Team (PMT) and the Strategic Initiating Directive (SID) in 2023 - 2024, the modernization of A-PS-110 was divided into four key deliverables, delivered over two phases.

Phase One was a comprehensive Service Level Agreement (SLA) between the Chief of Military Personnel (CMP) and the CFMWS Chief Executive Officer (CEO). This new Service Level Agreement, which captured the requirements and responsibilities for the delivery of publicly reimbursed morale and welfare programs, was completed in December 2023 and signed in June 2024.

The completion of this SLA provided rationalization for publicly reimbursed morale and welfare programs, and ensured transparency and funding confirmation for these initiatives.

In 2024 - 2025, the start up of the remaining three deliverables: a modernized A-PS-110 policy instrument; an SLA for Public support to NPP governance; and an Internal Services costing framework. By the end of 2024 - 2025, the PMT delivered information and shaping briefs to NPP OAB for these remaining three deliverables, in line with the final draft completion deadline of June 2025.

Costing Model

The Public costing model aligns to the phases of the A-PS-110 modernization, and is being delivered in two parts: Service Level Agreement (SLA) 1 and SLA 2. The team completed the SLA 1 costing in December 2023 and has initiated work on SLA 2, costs associated with the provision of NPP Governance and Internal Services to the public reimbursed programs identified in SLA 1.

Performance Measurement Framework for SLA #1 Public Programs

In support of A-PS-110 SLA#1, a performance measurement framework (PMF) is in development.

To date, the relevant Key Performance Indicators associated with the public morale and welfare programs are centred on member and family awareness, utilization, satisfaction and impact.

The team has been able to identify data for core programs such as FORCE fitness evaluations, Military and Veteran Family Services, Community Recreation and Financial Counselling. Some survey data is available for Fitness, Sports, Health Promotion and Community Recreation (Your Say Survey). CFMWS expects that remaining measures will rely on manual processes for data collection and reporting.

Continued engagement with key stakeholders will help further streamline this framework, ultimately enabling CAF performance insights to make informed improvements to programs and services delivered by CFMWS.

03



OUR ACHIEVEMENTS

FOR 2024 - 2025

ACHIEVE SUSTAINABLE REVENUE SOURCES

CFMWS has developed and implemented a unique set of customized wellness enhancing offerings that are deemed world-class — from physical fitness programs and standardized testing to research, mental health and wellness resources and more.

Commercial offerings such as SISIP Financial and CANEX retail operations contribute critical funding sources that are invested back into CFMWS operations and NPP morale and welfare programs. To ensure CFMWS has the sustainable revenue sources needed in the long term, we must continue to build upon these programs and services. They are essential to our military community and strengthen our unique value proposition. This strategic imperative focuses on seizing opportunities to grow new or existing business lines, as well as modernizing our public funding agreements for morale and welfare programs.

Achievements for 2024 - 2025

CANEX Reshaping Journey Update

Looking back, CANEX reported a cumulative consolidated net loss of (\$28.4M) from fiscal years 2018 - 2019 to 2020 - 2021.

Under new leadership in Fiscal Year (FY) 2021 - 2022, CANEX embarked on a rolling three-year Strategic

Plan to reshape its retail operations, services and programs to return to profitability by FY 2024 - 2025. This reshaping plan was designed to achieve long-term financial sustainability and accelerate the transformation of CANEX to reflect industry trends and best practices in relation to its technology, assortment, services, programs and business processes.

The reshaping journey focused on the following measures: reducing payroll costs; reducing administrative and overhead costs; improving inventory management; eliminating under-performing products/categories; improving margins; increasing revenue; and leveraging technology and data analytics to grow the business and improve efficiencies.

This journey has not been without its challenges: multiple pandemic waves; the transition to work from home; the economic realities of a looming recession; inflation; rising interest rates; supply chain delays; rising inventory costs; employee strike action in Q4 FY 2023 - 2024 and Q1 FY 2024 - 2025; and changing consumer discretionary spending habits.

Despite these challenges, the CANEX team has been able to substantially reduce costs and improve its bottom line. This was achieved by reducing general operating expenses, improving gross margin, refining its product assortment, services, programs and business processes, and leveraging technology to grow new businesses and improve efficiencies in comparison to the previous three years.

In FY 2024 - 2025, CANEX is proud to report it has returned to profitability with a consolidated net income of \$4K, compared to the previous year's net loss of (\$3.3M).

CANEX is committed to reshaping its retail operations, services and programs to better reflect retail industry best practices, achieve long-term financial sustainability and accelerate the transformation of CANEX to meet the changing needs of the CAF community. Timely course corrections will continue as needed to address economic risks and improve profitability.

Launch and Optimize SISIP CRM (Dynamics)

In July 2024, SISIP Financial launched a new cloud-based Microsoft Dynamics Customer Relationship Management (CRM) platform that will enhance client interactions, coordinate proactive client contact, generate more revenue opportunities, increase operational efficiencies and mitigate business continuity risks.

Throughout the year, the team completed multiple development sprints, executed a structured go-live plan, and provided hypercare support post-launch. Despite initial challenges with data migration, strong coordination ensured a successful rollout to achieve on-time and on-budget delivery.

Actual Results 2024 - 2025:

Immediate enabling benefits include opportunities to improve member outreach and self-serve access through future capabilities, such as:

- Marketing automation for financial education resources.
- Member portal (self-directed access to account information and resources for clients).
- Business process automation.
- Repository Information Management System (RIMS).

Early indicators are positive, including

- The average number of days to contact, hold appointments and acquire new services decreased from 18.7 days on launch to 13 days currently, marking a 43.8% improvement.
- The monthly number of members interested in making contact increased by an average of 22%.
- Average New Investment Money increased to \$15.14M per month post-launch compared to \$12.44M in the quarter prior to launch.

Oracle EBS Enterprise Architecture

This project, launched in July 2024 with implementation over the next two fiscal years, will address CANEX's need for a best-in-class retail solution that is on the same platform as CFMWS'

enterprise financial resource management system (Oracle). This meaningful change will streamline CANEX operational support, service delivery and improve data accuracy — leading to enhanced operational efficiency, engagement, collaboration and data-driven decision-making.

PSP Program and Facility Management Software

In 2021, a project was initiated by PSP to implement an enhanced software solution to replace the existing software with a standardized solution for managing, registering, booking, scheduling and paying for programs offered by PSP (Sports, Fitness, Health Promotion, Recreation and Facilities).

The primary goal is to provide a seamless member experience across all Base and Wing locations while improving operational efficiencies.

In 2024, the Request for Proposal was cancelled because no suitable vendor could meet the requirements. A new project is underway to work with the current vendor to expand the use of existing software to meet our requirements.

Consolidated CFMWS Enterprise Technology Roadmap

The Enterprise Architecture program was initiated as a multi-year initiative to collect and consolidate technology assets across various CFMWS divisions. This program assesses the technical and business value of various technologies. Its goal is to drive coordinated change across the enterprise with respect to both divisional and enterprise information systems.

The Enterprise Technology Roadmap was achieved over the past two years. It will maintain a unified catalogue of technology assets, a unified roadmap for each major platform, and will provide a mechanism to determine both opportunities and gaps within the enterprise-level technology roadmaps. It will continue to be a major input to assist CFMWS with future-state planning.

Enterprise Risk/ROI-Based Technology Intake and Prioritization Process

In 2023 - 2024, the Information Services (IS) division's primary focus was prioritizing project submissions based on various risk factors, including financial, technology, security and brand risk. This approach ensured that CFMWS addressed the most critical risks associated with each project, thereby safeguarding the organization's interests and resources.

Moving into 2024 - 2025, the IS division expanded its focus to include Return on Investment (ROI) as a key criterion for project prioritization. By collaborating closely with our financial partners, we implemented an ROI-based prioritization framework. This new approach enabled CFMWS to evaluate and prioritize projects based on their risk profiles, as well as their potential financial returns. Importantly, CFMWS is able to make more informed decisions that balance risk management with financial performance to ultimately drive greater value for our organization.

This focus on ROI will continue beyond project closure. The Division sponsor and Finance team will track the ROI until the return is fully realized.

IMPROVE THE QUALITY OF THE CFMWS EXPERIENCE

Our organization's long-term goal is to improve the military member's experience with CFMWS.

We remain committed to improving the CFMWS Experience for those we serve across multiple channels, touchpoints and interactions — all centred on providing the highest quality experience.

Achievements for 2024 - 2025

Service Delivery Model

CFMWS has successfully advanced its goal of modernizing service delivery by developing a plan to reduce duplication and to ensure a seamless client experience, initially within OUTCAN and SOFCOM. Key accomplishments included internal analysis, stakeholder consultations and a cross-divisional working group.

A pilot model emphasizing centralized service delivery and clear communication channels for the Chain of Command was approved by the CFMWS Chief Operating Officer in March 2025. This initiative aims to improve efficiency and client satisfaction, and will continue as a priority project in 2025 - 2026.

SISIP Financial Counselling Service Model Redesign

A review of the Financial Counselling program is underway to assess both its service delivery model and public funding. The objectives are to increase support for CAF members and define processes that will enhance efficiency and client service.

This work aims to evaluate the counsellor and operational supports and improve response times, service levels, and access to loans and grants for those in financial distress.

Team Canada at the Invictus Games Vancouver Whistler 2025

Soldier On Team Canada participated in the Invictus Games Vancouver Whistler 2025 (February 6 - 17). Team Canada comprised 56 competitors (20 serving members, 36 Veterans), 2 carers, 40 staff and 157 friends and family. In total, 23 countries participated in the first-ever hybrid games with 534 competitors and over 1,200 friends and family. The hybrid games introduced winter sports to the Invictus Games.

Sports included Alpine Skiing, Snowboarding, Nordic Skiing, Biathlon, Skeleton, Wheelchair Curling, Indoor Rowing, Swimming, Sitting Volleyball, Wheelchair Basketball and Wheelchair Rugby.

Balance Strategy

In January 2025, the Balance Strategy was successfully presented to Deputy Commanders of the Army, Navy, RCAF, SOF and CMP (LIA). This update, which emphasized dialogue over presentation, generated significant discussion and resulted in action steps and command commitments for personnel support. This briefing reinforced CFMWS' commitment and critical role in supporting the physical wellness and resilience of our CAF personnel. The Balance Strategy update will continue as a recurring activity into 2025 - 2026.

Physical Performance Platform

A pilot assessment of fitness applications was conducted to evaluate their effectiveness, user-friendliness, sustainability, and overall suitability to PSP and the CAF.

The preferred platform was determined through an embedded multiple case study design that targeted various PSP program areas, as well as several sample populations of the CAF across different functioning environments.

The assessment team gathered data using a CAF user survey, PSP professional focus groups, key stakeholder interviews and a Business Environment Analysis to inform recommendations. A desired platform was recommended, with 86% of PSP professionals preferring it, and 85% of CAF Users indicating they would recommend it. Many qualitative features were cited that support this adoption, including ease of use, full bilingualism, advanced technological capabilities and financial sustainability. The next steps include progressive implementation with PSP teams on Bases and Wings followed by the full release to the CAF in the late fall 2025.

PSP Policy Manual Modernization

A collaboration was established between CFMWS policy stakeholders and the Director Military Personnel Policy and Integration Team that will carry into the new fiscal year to develop a workplan that will see a fulsome review and update of the PSP Policy Manual.

CAF Endorsement of the CAF Sports Way Ahead

The 2022 CAF Sports Strategy aimed to align and unify efforts to maximize the role of sports in enhancing the overall well-being of CAF personnel. Targeting all CAF members, this initiative focused on three core pillars: Participation; Development; Outreach and Engagement.

This strategy emphasized the critical importance of applying data from Director General Military Personnel Research Analysis (DGMPRA) and university research organizations to adopt an evidence-informed approach. Sports were highlighted for their impact on physical and mental wellness, as well as their role related to the CFMWS mission.

During the year, a modernized Sports program was proposed to the Armed Forces Council. CFMWS made program recommendations that fit within the baseline allocation, without relying on in-year funding. While this means a reduction in the number of sports supported at the national and international levels, it will allow for increased investments in grassroots sports, while also enabling new and emerging sports to be trialed, such as grappling, power lifting and functional fitness. There will continue to be a diversity and inclusion grant program aimed at providing opportunities to eligible athletes.

MEMBER BENEFITS

CAF Long Term Disability (LTD)

In November 2023, Treasury Board approved full medical and psychosocial benefits for Non-Service Attributable (NSA) LTD claims, effective April 1, 2024.

Moving forward, SISIP's partner Manulife will provide comprehensive support for NSA claimants alongside CAF LTD income replacement benefits.

CFMWS, Manulife, the Canadian Armed Forces Transition Group and Veterans Affairs Canada (VAC) are collaborating on assessment and support processes for both service and non-service attributable cases. Work is also underway on an updated Memorandum of Understanding (MOU) to harmonize services, and clarify responsibilities between CFMWS, DND/CAF and VAC. This initiative strengthens financial security for claimants and ensures seamless coordination among all stakeholders.





INCREASE OPERATIONAL EFFICIENCIES

To ensure long-term sustainable growth and reduce operating costs, CFMWS must consider its internal processes and standards and evaluate ways to eliminate overlap and duplication, automate processes, and simplify and streamline enterprise-wide procedures to improve the CFMWS Experience for employees and the community that engages with our enterprise.

Achievements for 2024 - 2025

CFMWS Core Processes

Process efficiency is an important way to improve productivity, increase employee satisfaction and reduce costs. In 2024 – 2025, CFMWS embarked on a journey to identify the core processes used to deliver internal services that drive the engine of our operations.

Six support service divisions, including Human Resources, Finance and Information Services identified and defined the processes that they are responsible for delivering and continuously improving. This project clarified the role of the Process Owner and conducted a preliminary evaluation of the quality of each process to inform reengineering priorities for 2025 - 2026.

Risk Management Framework

During the year, CFMWS drafted an Enterprise Risk Management (ERM) Policy that will be launched in 2025 – 2026. Key accomplishment include piloting updated training materials and ERM concepts at the PSP Leadership Management Course, and generating positive feedback and increased awareness among our future leaders. Additionally, focused efforts resulted in stronger divisional engagement with the corporate risk profile and building a deeper understanding of risk at the operational level.

These accomplishments underscore our ongoing commitment to proactive risk management, fostering a culture of informed decision-making and strategic risk oversight throughout our organization.

Quarterly Business Review

Effective and efficient decision-making improves teamwork and collaboration within the workplace. CFMWS designed and implemented a new Quarterly Business Review process to manage and measure the implementation of the 2024 - 2027 CFMWS Strategic Plan. Through a series of mini workshops across all divisions, divisional leaders identified measurable objectives both at an enterprise level and within divisional plans to support the achievement of CFMWS' strategic imperatives.

Each quarter, projects were examined for their achievement of quarterly objectives to identify project dependencies with enabling services, and to prioritize critical resources. An enterprise performance measurement framework is in development to track the outcomes expected for each activity.

Position Control Monitor

The Finance Division's goal of implementing position control for affordability aims to ensure that personnel costs remain within budget by tracking and managing staffing levels.

Position Control identifies critical data elements of

authorized positions including title, salary and job grades, and funding to ensure that the number of filled positions does not exceed budget. As a result of the implementation of this important control, the enterprise will gain better control over staffing costs.

Information Asset Management Policies and Framework

In May 2024, CFMWS approved its inaugural Information Asset Management (IAM) Policy and accompanying framework. This framework includes standards, procedures and guidance instruments.

The framework is applicable to all employees and supporting personnel, (e.g., volunteers and contractors) across our entire workforce. The implementation of an IAM policy is a milestone accomplishment, marking the formal recognition that Information Assets (IAs) are strategically important to the organization's success.

Data Management Strategy

In 2024 - 2025, CFMWS adopted internationally recognized data management standards: The Data Management Capability Assessment Model from the EDM Council (global trade association); and the Data Management Body of Knowledge (DMBOK), developed by Data Management Association International (DAMA-I).

This adoption of international standards and best practices brings consistency and standardization to all CFMWS data products. It strengthens trust and confidence in data outcomes and delivers significant benefits to everyone who uses data to inform business and operational decisions.

Support Our Troops Management and Operations Review

In 2024 - 2025, the CAF Charitable Funds instituted a formal governance structure to ensure appropriate oversight, compliance, risk management and

reporting. This governance structure also serves to ensure programming relevance, promotion, fund generation/growth, and fairness and equity as it pertains to funding disbursement to the military and Veteran community.

An inaugural CAF CF Disbursement Committee instituted a fair and transparent process for a planned funding distribution of approximately \$4.6M in 2025 - 2026.

Robotic Process Automation

The Finance Division has commenced the implementation and adoption of Robotic Process Automation (RPA) to automate repetitive, rule-based tasks to reduce manual effort and minimize errors.

This approach enhances productivity, accelerates task completion and frees up human resources for more strategic activities. The Finance Division has initiated a trial, and six processes have been automated by using attended bots. To continue the automation process using unattended bots, this project phase is currently on hold until the IS Division implements an enterprise governance framework for RPA where options will be provided to have bots use multi-systems and work 24/7 unattended.

Prophet BI Replacement

The Finance Division has commenced the life cycle replacement of Prophet BI due to Oracle discontinuing support for OBIEE. The aim is to ensure continued access to advanced business intelligence (BI) tools.

This transition is designed to maintain compatibility with Oracle's latest software updates and features, ensuring users can leverage cutting-edge technology without disruption. Phase One will move the replacement software to production. Pending the success of this phase, it is anticipated that the users will be able to access the new system by late summer, 2025.

IMPROVE THE EMPLOYEE EXPERIENCE

CFMWS remains steadfast in our commitment to our people, providing our employees with the support and tools needed to be successful at every stage of their career. We strive to build a digital, dynamic and diverse workforce of highly skilled people, working together to deliver exceptional service to our CAF military community and their families.

STEWARDSHIP

Naval Reserve

To deliver on its commitment to integrate the NPP Accountability Framework, the Royal Canadian Navy (RCN) entered into a Service Level Agreement (SLA) in 2023 to enable CFMWS to provide standardized accounting, HR and PSP services to Naval Reserve Divisions.

The goals of this initiative are to enhance the operational efficiency, transparency and service delivery for all 24 naval reserve units to benefit military personnel and administrative teams. This year, 22 units began this important transition to the NPP framework, and completion of all 24 units is expected by the end of the next fiscal year.

NPP Fraud Awareness

Following the release of the CFMWS Fraud Prevention policy in 2023, tailored Fraud Risk Awareness Training was rolled out to all CFMWS employees in November 2024. This annual course for all CFMWS personnel provides essential fraud information to enable personnel to recognize, assess, detect and report potential incidents in the NPP framework.

Achievements for 2024 - 2025

Employee Engagement Survey

An important strategic imperative in the 2024 - 2027 CFMWS Strategic Plan is to improve employee engagement. Gathering employee feedback is essential for guiding our focus areas to improve the employee experience.

A critical milestone for 2024 - 2025 was identifying a vendor to administer an enterprise-wide Employee Engagement Survey. While the initial goal was to implement this survey early in 2025, CFMWS' continued advancements with planning and design will see a new launch now slated for June 2025.

Human Capital Management System

A major project for the Human Resources division was identifying essential requirements for the upcoming replacement of our Human Capital Management System. This initiative will bring substantial enhancements to the CFMWS technological framework, and empower managers and employees with innovative self-service capabilities.

The early stages involved creating a detailed request for proposal and selecting a vendor. The payroll portion of the solution will be implemented by the end of 2026.

Pay Equity

This past year also saw significant efforts towards the priority to achieve compliance with the *Pay Equity Act*. Recognizing the complexity of this task, the decision was made to submit a second extension request to the Pay Equity Commissioner to ensure thorough and accurate completion.

In tandem, the Pay Equity Committee is diligently working through critical work phases within this project. Their goal is to develop a comprehensive pay equity plan to address identified gender disparities.

Digital People Management Module

2024-2025 marked continued progress in our digital transformation journey, with employees consistently utilizing MYTALENT for recruitment, onboarding, performance and learning. This positive engagement provided an opportunity to review our processes and gather valuable feedback.

As a result, several enhancements were made to this platform to improve the employee experience, including updating recruitment tools, simplifying the performance review process, and expanding course offerings to support employees' learning and development goals through LinkedIn Learning.

Employee Retention and Talent Acquisition Strategy

At the onset of 2024 - 2025, the Talent Management pillar encompassed five key activity plans aimed at enhancing the employee experience in areas such as talent acquisition, retention, leadership development and succession planning. Efforts were concentrated

on identifying critical positions across the enterprise to determine the most effective strategies for recruitment and retention.

In the leadership development space, the team continued to assess participant feedback from the 2023 leadership development pilot and collaborated with divisional partners to inventory existing initiatives. Significant progress was also made in updating the Manager Supervisor Orientation program, which now offers a refreshed format that includes both self-paced learning and monthly instructor-led classes to improve the employee experience.

Legislated Program Strategy and Safe and Respectful Workplace

The Workplace Wellness pillar played a crucial role in improving the employee experience throughout 2024 - 2025. Following the end of strike action by one of our union partners in July 2024, our focus centred on restoration activities aimed at promoting a safe and respectful workplace.

The Centre for Conflict Resolution and Ethics successfully launched a workshop series in spring and fall, 2024. They covered topics such as building trust, effective communication and providing employees with effective tools to positively manage workplace conflict.

Additionally, 2024 - 2025 involved a thorough review of our legislated programs to identify priorities and ensure alignment with updated reporting requirements. These activities laid the foundation for developing a compliance and monitoring program across several critical legislated areas.

Dialogue Wellness Platform

CFMWS saw continued and positive utilization of Dialogue, our virtual health platform introduced in January 2024. Dialogue offers employees quick access to primary care services, an Employee and Family Assistance Program, as well as Mental Health and Cognitive Behavioral Therapy services.

2024 also marked the introduction of the CFMWS Wellness Action Plan, a comprehensive initiative designed to enhance employee well-being. This plan leverages statistical information from both Dialogue and our Return-to-Work Support Program to create tailored action plans directly focused on employee needs.

Benefits Modernization

Phase One of the benefits modernization was implemented in January 2024. This past year focused on the commencement of Phase Two, which included a benefit program review for OUTCAN employees. It aims to improve the employee experience and offer comparable coverage.

As a result of this review, employees outside of Canada now have anytime, anywhere access to services through the Dialogue virtual healthcare platform. This includes International Coaching, where a team of mental health specialists can safely help employees with a wide range of conditions via virtual care that are unique to deployment circumstances, such as culture shock and homesickness. Additionally, dental coverage was enhanced, allowing eligible OUTCAN employees to access an increased maximum coverage of \$2,500 per year for basic and major services.





In December 2024, CFMWS partnered with Aon to enhance pension administration services. This new collaboration granted employees streamlined access to their pension information through Aon's online portal. Employees can now use a pension estimator to receive real-time estimates of their future pension benefits.



**CFMWS CREATES
WAYS TO HELP –
THEY ARE CREATIVE,
RESOURCEFUL**
(And Stubborn In A Good Way)

LCol Rhea Maclean,
WCOMD 9 Wing, Gander



9 Wing Gander is responsible for many roles — including search and rescue services throughout Newfoundland and Labrador and north-eastern Quebec, one of the busiest search and rescue regions in Canada. It is also host to Canadian Forces Station Leitrim Detachment Gander which operates and maintains signals intelligence. In addition, the Wing operates and maintains a Canadian Coastal Radar on behalf of Fighter Group Canadian NORAD Region Headquarters.

Search and rescue is demanding, with fitness services as a high priority. Newfoundland culture enjoys what is affectionately referred to as “beige food.” Access to fresh produce on the island is limited, and health and wellness are important to the well-being of our military community. Young recruits can find basic training challenging.

“I lead by example with a 5 a.m. fitness regimen in the gym each morning. We’re always thinking of ways to encourage fitness among members.” We’re changing lifestyles by identifying barriers and getting them into the gym and participating in sports.

The financial piece is also significant. We are continuing the fight for financial wellness. We are in a unique position where real estate is relatively inexpensive, but otherwise the cost of living is quite high. This is an outdoors culture, where pick-up trucks, quads and camping trailers rule. SISIP helps build an understanding of the add-on expenses like insurance, gas and storage to teach and help with financial planning. SISIP provides incredible value.

The community and family focus here are incredible. MFRC teams prepare and send care packages to everyone on deployment. This personal touch makes a world of difference to members deployed a world away.

“There seems to be no limits to what the CFMWS team can do. Santa visits with presents in a helo (helicopter) each holiday season. They provide awesome levels of support, both in Gander which is semi-isolated, and to our military communities in rural Newfoundland. They are creative, resourceful and stubborn — in a good way.”

04



FINANCIAL

PERFORMANCE

TIER ONE PERFORMANCE MEASURES

CFMWS has implemented a strategic performance management framework that includes a tiered approach to performance measurement .

By categorizing important performance indicators into three tiers, with each measuring a different aspect of performance, CFMWS can monitor the success of translating its vision and strategy into action by monitoring the measures associated with daily operations, and in alignment with long-term objectives.

The Tier 1 measures provide a clear snapshot of the organization’s financial health, member experience, process efficiency and employee engagement. These four performance dimensions are linked to enterprise and divisional measurable objectives which are monitored quarterly and shared across the organization.

This year marks the first time CFMWS is reporting the Cost to Income Ratio as the Tier 1 financial measure, and comparative results for the prior year. The

ratio is reported for the profit-oriented NPP entities reported under CFMWS, and is calculated by dividing operating costs by operating income.*

The ratio is presented as a percentage and can be interpreted as a ratio of efficiency. The lower the cost-to-income ratio, the better the organization’s performance. The results below are inspiring, and indicative of the contribution of these NPP entities to the overall financial sustainability of the NPP framework.

FY	2024 - 2025	2023 - 2024
CANEX	99%	107%
Canadian Forces Central Fund (CFCF)	34%	32%
SISIP	87%	99%

***Note**
CFCF and SISIP have components excluded from their ratio which are uncontrollable due to external environmental factors. These include CFCF and SISIP’s investment income (and associated fees), and fluctuations in SISIP’s insurance reserves.



Photo by MCpl Neil Bancolita

FINANCIAL HIGHLIGHTS

CFMWS

The expenditures under CFMWS reflect the programs and services delivered in accordance with DND policy A-PS-110. CFMWS operations, including NPP governance, are either wholly or partially funded through cost reimbursements from DND, with NPP contributions and user fees (provided by NPP entities) for the NPP share of responsibilities.

Overall, CFMWS FY 2024 - 2025 expenditures amounted to \$199M, which on a comparable basis represented a \$7.2M increase over the prior year. This includes a net \$8.2M increase in personnel costs related to annual economic wage adjustments and reclassifications and the lifecycle of core technology applications, offset by a reduction in distributions.

In FY 2024 - 25, 12 technology investment program (TIP) projects were completed, with expenses totaling \$9.7M (compared to \$9.2M in the prior year) of which \$4.5M was for ongoing costs of completed projects, an increase of \$0.6M. From a technology and business transformation perspective, CFMWS continued investments in Data and Information Management, and Digitalization technology projects, as well as an innovation pilot.

CFCF

CFCF's revenue was \$53.4M for FY 2024 - 2025, and on a comparable basis was \$1.7M higher than FY 2023 - 24. This was predominately driven by investment gains, while operating expenses were \$10.6M and in line with the prior year. With sufficient investment gains attained, CFCF was able to make the full distribution of \$6M in interest to NPP consolidated bank account (CBA) entities.

The CFCF's net income before contribution to CFMWS was \$42.8M, which on a comparable basis was \$1.6M higher than in the prior year. CFCF made a total distribution of \$29.3M resulting in an overall net income of \$13.4M, compared to \$8.9M in the prior year.

With the alignment of CFMWS expenditures to A-PS-110 in 2024 - 25, the CFCF took over those 100% NPP programs previously under CFMWS. These included Membership Customer Service, CF One Card, NPP volunteers, NPP Sponsorship and the NPP distribution to Bases and Wings (aka CANEX/SISIP dividend), totaling \$7.1M in expense.

In addition, \$27.8M of NPP user fees and contributions (from numerous NPP entities) previously reported under CFMWS were transferred to CFCF, with CFCF providing a consolidated distribution of \$23.7M to CFMWS to meet its NPP funding requirements of shared Public responsibilities, plus a \$5.3M NPP distribution to Bases and Wings.

CFCF Portfolio

ASSETS AS OF MARCH 31, 2025

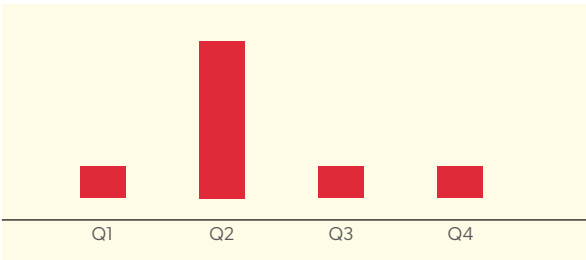
\$246M

Return (Gross)

10.29 %

+\$23M

Quarterly Trend



Return (gross) comparison

Prior Year	10.71%
4Yr Avg	5.82%
1yr Benchmark	11.89%

Benchmarks comprise multi-product and geographic indices and serve as a standardized measure to evaluate portfolio performance against industry norms.

Investment gains enabled the full distribution of CBA interest.

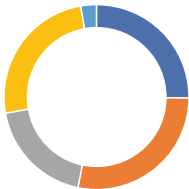
Asset Allocation

Investment portfolios managed by professional asset managers in accordance with asset allocations set out in the Statement of Investment Policy, and monitored by the NPP Investment Committee.

CFCF

- Multi Asset / Speciality
- International Equities
- Canadian Equities
- Fixed Income
- Cash & Cash Equivalence

25%
28%
19%
25%
3%



CANEX

Fiscal Year 2024 - 2025 CANEX Consolidated Financials

Achieving financial sustainability has been the objective for CANEX as outlined in its three-year reshaping plan tabled in FY 2021 - 2022. The team has worked diligently towards this goal to return a positive Net Income in FY 2024 - 2025, reporting a consolidated Net Income of \$4K, compared to the prior year net loss of (\$3.3M).

The CANEX/NATEX team has been able to substantially reduce and improve its bottom line through a reduction in general operating expenses, improved gross margin and refinement of its product assortment. The team also focused on leveraging technology to expand and grow service offerings and streamline business processes to become more efficient.

- Gross Sales were \$115.3M, down \$2M compared to the prior year; a \$3M loss is attributable to prolonged strike action at three locations during the first quarter. The remaining reduction is due to a decline in Base/Wing traffic.
- Gross Margins improved to 22.7% from 20.5%.
- Other Revenue of \$15.9M improved \$1.8M over the previous year. This increase was driven by an increased Affinity Revenue of \$1.3M.
- Total Expenses were \$41.6M, \$0.7M higher than the prior year. This increase is attributable to annual cost of living salary increases, which were offset by organizational restructuring.

CANEX and NATEX continue to reshape its retail operations, services and programs to better reflect retail industry best practices, achieve long-term financial sustainability and to meet the changing needs within our military community. The last time CANEX Consolidated reported a positive net income was in FY 2014 – 2015, and the team remains committed to improving the bottom line.

SISIP Financial

SISIP generates revenue through three primary channels: insurance premiums; investment income from the SISIP Segregated (Seg) Fund portfolio; and commissions earned from client investment products and affinity programs. Additionally, SISIP receives administrative fees for delivering the CAF Long Term Disability plan.

Revenue for FY 2024 - 2025 reached \$183M, a 14% improvement (\$22M) over the prior year's \$161M. Key contributors to this growth included \$18M in Seg Fund investment income and a \$10M gain on the group life reserve. Additionally, revenue was bolstered by new sales of \$3.7M year-over-year in premium revenue from group life insurance. This was due to increased sales and member plan retention, as well as commission revenue from the Financial Planning business line which increased by a healthy \$1.5M year-over-year.

Life insurance claims remain SISIP's largest annual expense. These claims, along with interest rate fluctuations, are inherently variable, leading to year-over-year differences in financial reporting. For FY 2024 - 2025, life insurance claims trended \$9M lower relative to premium revenue, while changes in reserves saw an \$11M increase compared to FY 2023 - 2024.

Total expenses amounted to \$112M, \$3M higher than the previous year. This increase primarily stemmed from annual salary adjustments tied to the Cost-of-Living Adjustment and the expansion of the digital product team.

SISIP achieved a year-over-year net income increase of \$19M, rising from \$52M to \$71M before contributions to NPP. The contribution to NPP operations grew by 35% from \$17.2M to \$23.2M to support growing demand. After the NPP contribution, SISIP's net income stood at \$47.5M, up from \$34.7M the prior year. These results underscore SISIP's vital role in ensuring the financial sustainability of NPP morale and wellness programs.

SISIP Contributions

In 2024 - 2025, an executive team was assigned to initiate an analysis of SISIP contributions to CFMWS. This project is intended to identify the maximum value of annual contributions that SISIP can contribute to support CFMWS programs, while ensuring the continuation of business operations and growth objectives, as well as the financial requirements of the SISIP Segregated Fund.

The analysis of SISIP contributions will include the following deliverables: complete an asset and liability study with Mercer Consulting to determine current holdings of committed and uncommitted funds in the SISIP Segregated Fund and General Fund; assess the investment strategy, asset allocation and propose a financial model to achieve financial sustainability; and revise the Segregated Fund of Investment Policies and Procedures (SIPP) to align with restated strategy and investment objectives.

SISIP's Product/Pricing Review

During the fiscal year, SISIP Financial conducted a comprehensive pricing review of Optional Life Insurance (OLI) Plans to identify necessary premium adjustments due to increased operational costs and claims, noting that the last adjustment was approved in 2005.

Utilizing actuarial models from Manulife, this review forecasts considerations for potential revenue increases and coverage reductions. In the coming fiscal year, approval from the CDS and NPP OAB will be sought to subsequently develop a plan to implement pay system changes and develop member communications.

SISIP Segregated Fund Portfolio

ASSETS AS OF MARCH 31, 2025

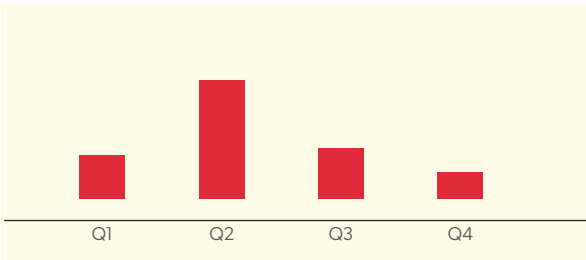
\$564M

Return (Net)

9.60 %

+\$52M

Quarterly Trend

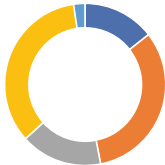


Return (net) comparison

Prior Year	6.5%
4Yr Avg	6.2%
1yr Benchmark	10.1%

SISIP

Multi Asset / Speciality	14.4%
International Equities	32.5%
Canadian Equities	16.4%
Fixed Income	34.4%
Cash & Cash Equivalence	2.3%



CANADIAN ARMED FORCES CHARITABLE FUNDS (CAF CF)

In FY 2024 - 2025, through the generosity of Canadians, CAF Charitable Funds raised \$5.1M (prior year \$6M) in donations, contributions and interest revenue for Support Our Troops, Soldier On, and Boomer's Legacy programs. During the fiscal year, the good work of CAF CF have made a difference in the lives of over 4,900 individuals and families representing disbursements of \$4.3M. This support took many forms, including, but not limited to emergency grants for military families living through financial hardship; subsidized tutoring and summer camp grants for children and youth experiencing unique challenges; and educational supports for military family members aspiring to pursue post-secondary studies. Additionally, specified purpose funds for the Soldier On program were used to contribute to the recovery of ill and injured CAF members and Veterans by providing opportunities and resources through sport, recreational and creative activities.



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Annual Report
2024 - 2025

SUPPORTING OUR
MILITARY COMMUNITY,
TOGETHER