

Staff of the Non-Public Funds, NPF

Canadian Forces Morale & Welfare Services

Employment Equity Report 2020-2021





Foreword by the Chief Executive Officer, Sean Cantelon

As Chief Executive Officer (CEO) of the Staff of the Non-Public Funds, Canadian Forces (SNPF), I am proud of our commitment to diversity and inclusion in the workplace. Our Employment Equity (EE) strategies are an integral component of our organization's mission, vision, policies, programs, and decision-making processes. These pillars support a representative and diverse workforce and provide a healthy, inclusive and respectful work environment for *all* individuals.

The Canadian Forces Morale and Welfare Services (CFMWS) 2020-2021 Annual Employment Equity Report provides a summary of the progress made during this reporting period towards the goal of promoting a diverse, equitable, and accessible workplace. The Workforce Analysis for this report is based on the data provided by Workplace Equity Information Management System (WEIMS). The current pandemic has impacted our workforce. To this effect, we have noticed an impact on the movement within the Staff of the Non-Public Funds, CF, mostly on recruitment and on the Diversity & Inclusion initiatives we had planned.

Staff of the Non-Public Funds, CF, remains above the current market availability from the 2016 National Census with representation of Women and Persons with Disabilities and we have made improvements in our representation of Members of Visible Minorities. Earlier this year we have issued our new Diversity and Inclusion Plan 2021-2024. This new plan includes specific actions to ensure that the organization further improves the representation of underrepresented groups through recruitment and selection activities, such as targeted and proactive outreach and connecting with communities of interest as part of our recruitment efforts. Training and education on Employment Equity and unconscious bias will also assist us in eliminating systemic barriers related to the recruitment along with retaining talent from employees of designated groups.

CFMWS Strategic Vision 2030 and our Strategic Plan 2021-2014 emphasizes how we will be an employer of choice that is focused on creating an engaged and diverse workforce who are enabled to serve those who serve Canada. As we look to the future, CFMWS continues to take the necessary steps to strengthen our commitment to a strong and inclusive organization that reflects the rich diversity of the Canadian population.

Sean N. Cantelon
Chief Executive Officer Staff of the Non-Public Funds
Canadian Forces Morale & Welfare Services

A Diverse And Inclusive Organizational Culture In The Making

The Staff of the Non-Public Funds, CF (SNPF,CF) is a separate agency listed under Schedule V of the *Financial Administration Act* (FAA). By Order in Council, the Minister of National Defence has been granted the powers and authorities for personnel management of the SNPF, CF. These authorities have been delegated by the Minister to the Chief of Defence Staff (CDS) who has appointed the Chief Executive Officer (CEO) of the SNPF. As a separate agency, SNPF is subject to the federal *Employment Equity Act* (EEA), which requires SNPF to strive to achieve full representation for each Designated Group.

The SNPF, CF are the employees engaged in the management, oversight and operations of the Non-Public Property (NPP) of the Canadian Armed Forces. This is conducted by Canadian Forces Morale and Welfare Services (CFMWS) an administrative NPP entity created by the CDS. For the purpose of this report the SNPF, CF will be referred to as CFMWS.

Since 1968, CFMWS, and predecessor entities, have been delivering Morale and Welfare services to the military community. CFMWS' mission contributes to the CAF's and Canada's mission by building stronger, more resilient communities, one individual at a time. As part of the military community, our employees are uniquely positioned to improve our members' lives. Our vision for the integration of mental, social, physical and financial services ensure the wellbeing of our members that make up our 1 million strong community.

The CFMWS 2020-2021 Annual Employment Equity (EE) Report provides information on representation of the designated groups as of 31 March 2021. The report also captures initiatives undertaken to support an inclusive workplace and a diverse and representative workforce, with particular emphasis on the four designated groups identified in the EEA: Women, Indigenous People, Persons with Disabilities, and Members of Visible Minorities.

Moving Forward Progressively

In 2020-2021, CFMWS focused on completing initiatives that were part of the 2019 Employment Equity Plan with the goal of reducing employment gaps in all designated groups. This year, CFMWS focused on the following initiatives:

Recruitment:

- **Creating Awareness with External Organizations:** Local Human Resources (HR) employees presented CFMWS and its' available opportunities for local designated groups associations. It promoted employment opportunities and attracted a qualified, diverse pool of candidates. An example of this: in February 2021, HR staff in Ottawa volunteered their time as a mentor and

Champion for World Skills Empowering Newcomer Women.

- **Update of the Outreach Directory:** CFMWS has an Outreach directory to assist local HR Offices to connect with possible partners in their region. This year all locations were asked to update the directory and the final version was published shared with all offices.
- **Revision of Job Posters:** Job posters have improved to incorporate inclusive language (i.e. gender-neutral pronouns) so that posters appeal to all audiences.
- **Negotiation of Inclusive Language in Collective Agreements:** From 2019-2021, CFMWS' bargaining mandate provided the inclusion of gender-neutral language in all its 22 collective agreements. Gender-neutral language is included in all collective agreements before being ratified and published.
- **External Presence:** CFMWS leveraged social media to promote an inclusive culture and connect with the public by sharing the organization's vision for diversity and inclusion. All events and activities hosted by the Employment Equity Champions that promote and celebrate diversity have been posted to corporate social media accounts in an effort to attract a wider variety of candidates.
- **Launch a New Corporate Careers Website:** A new Careers website including a section dedicated to Diversity and Inclusion along with employment equity rights and policy information was launched this year.

Internal Promotion of Diversity & Inclusion:

- **Leadership Testimonial:** This past year, the CEO shared his journey with the challenges and opportunities of his disability (dyslexia) in a video for all employees on the International Day of Persons with Disabilities (3 December 2020). This video was well received by all employees, and have supported meaningful discussion on how CFMWS can better support its employees with disabilities.
- **Engaged Champions with Network of Allies:** The CFMWS Employment Equity Champions matured to a formal mandate that focused on accountability, education, and information sharing with employees. The Champions celebrated important dates for their community and supported the recruitment activities of the four designated groups. CFMWS added a Wellness Champion role to better support employees in their wellness. All Champions are supported by a dedicated and passionate Network of Allies. The Champions met on regular basis and work together at leveraging intersectionality within the organization. The Champions meet with the CEO and CHRO on a quarterly basis to discuss how CFMWS can better address systemic issues impacting the employees. The Champions share a common goal of having a workplace free of



discrimination, and work together on a multitude of projects, exhibiting the intersectionality of the CFMWS workforce.

- **Diversity & Inclusion Award:** The CEO Exceptional Achievement Award for Diversity and Inclusion is given each year to an employee that showed leadership, passion, and dedication to creating and fostering an inclusive and respectful workplace for all employees.
- **External Keynote Speakers:** This year CFMWS invited external keynote speakers from designated groups to speak and engage with employees. This initiative is a great way to educate our workforce about the challenges that designated groups face in the workplace and in the community.
- **Diversity and Inclusion “Did you know” Series:** This year CFMWS published a “Did You Know” series of informational messages and access to resources. This series was shared with all employees via CFMWS Daily Updates, and now through the various available platforms on CORE. The response received from CFMWS employees was outstanding. More than 50 messages and resources were shared during this reporting period.

Data Gathering/Other:

- **Sharing of Employment Equity Data:** Workforce availability data and workforce population data was made available to all employees on CORE and through cfmws.com.
- **Collaboration with HRSDC:** The CFMWS HR Legislated Programs Coordinator participated in discussions with other separate employers on the development of a new system that will eventually replace Workplace Equity Information Management System (WEIMS). Feedback was provided pertaining to the data available in WEIMS and the need to have consistent reporting requirements and mechanisms for separated employers.

A Look at the Current Workforce

In 2020/2021, CFMWS employed 3,486 full-time, part-time, temporary, and casual employees dispersed at 99 Canadian Armed Forces locations across Canada, the USA, and Europe. For the purpose of this report, only data relating to full-time, part-time, and temporary employees is included. On 31 March 2021, this consisted of 1,944 full-time, 582 part-time, and 269 temporary employees, for a total of 2,795 employees.

Workforce by Status	Full Time	Part Time	Temporary	Total	%
Women	1123	397	162	1682	60.2%
Men	828	180	105	1113	39.8%
Total	1951	577	267	2795	100%

The chart below provides a comparison of CFMWS workforce over the past three years. This year, there was a slight decrease in the overall representation of Women, Indigenous Peoples and Persons with Disabilities. The CFMWS workforce remains well represented in the designated group of Women and Persons with Disabilities. The representation of Indigenous Peoples and Members of Visible Minorities remain below the 2016 National Census workforce availability.

1. The table below represents the number of employees as well as the number of persons who are members of each of the four Employment Equity designated groups within CFMWS

Workforce by Designated Groups					
Designated Groups	2018-2019	2019-2020	2020-2021	Market Availability	Gap
Women	61.8%	61.0%	60.2%	56.4%	106
Indigenous Peoples	3.1%	3.9%	3.5%	4.7%	-33
Persons with Disabilities	5.8%	11.8%	10.6%	9.5%	31
Members of Visible Minorities	5.8%	8.6%	8.9%	15.0%	-169

Occupational Group	Total # Employees	Women			Indigenous Peoples			Persons With Disabilities			Members of Visible Minorities		
		Representation	Availability	Gap	Representation	Availability	Gap	Representation	Availability	Gap	Representation	Availability	Gap
TOTAL	2,795	1,682	1576	106	99	132	-33	297	266	31	250	419	-169

2. The table below represents the total number of employees in each province and in the National Capital Region as well as the number of persons who are members of each designated group.

Location	Total	Women	Members of Visible Minorities	Indigenous Peoples	Persons With Disabilities
Ontario	742	493	70	30	90
NCR	689	376	109	18	75
Quebec	373	198	8	3	11
Nova Scotia	214	110	13	6	30
New Brunswick	98	68	1	4	15
Manitoba	128	84	11	8	20
British Columbia	171	103	15	7	12
Saskatchewan	42	30	3	2	4
Alberta	287	182	18	14	37
New Foundland and Labrador	42	30	2	6	3
Northwest Territories	9	8	0	1	0
Total	2795	1682	250	99	297

3. The table below represents the occupational groups of employees in correlation with the degree of representation of each designated group.

Occupational Group	Total # Employees	Women			Indigenous Peoples			Persons With Disabilities			Members of Visible Minorities		
		Representati	Availability	Gap	Representati	Availability	Gap	Representati	Availability	Gap	Representati	Availability	Gap
1 Senior Managers	36	18	10	8	2	1	1	56	26	30	1	4	-3
2 Middle & Other Managers	493	270	194	76	14	13	1				43	87	-44
3 Professionals	558	338	350	-12	9	22	-13	47	50	-3	64	104	-40
4 Semi-professionals & Technicians	385	181	211	-30	14	15	-1	29	29	0	29	70	-41
5 Supervisors	158	118	91	27	10	8	2	20	43	-23	10	18	-8
6 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0	0	0	0	0	0
7 Administrative & Senior Clerical	156	134	128	6	7	7	0	20	16	4	9	15	-6
8 Skilled Sales & Service	38	16	15	1	2	1	1	2	3	-1	4	11	-7
9 Skilled Crafts & Trades Workers	11	0	0	0	0	1	-1	1	1	0	1	1	0
10 Clerical Personnel	255	208	180	28	9	14	-5	46	24	22	45	20	25
11 Intermediate Sales & Service	201	145	138	7	8	11	-3	22	22	0	15	27	-12
12 Semi-skilled Manual Workers	8	2	1	1	1	1	0	1	1	0	0	1	-1
13 Other Sales & Service Personnel	436	247	249	-2	22	34	-12	47	47	0	27	56	-29
14 Other Manual Workers	60	5	9	-4	1	4	-3	6	4	2	2	5	-3
TOTAL	2,795	1,682	1576	106	99	132	-33	297	266	31	250	419	-169

The distribution of our employee population is mainly spread amongst 8 out of the 14 occupational groups, which is reflective within our various lines of business.

Women

Women are well represented within CFMWS' workforce, compared to their representation in the external labour market. While Women make up 56.4% of the external labour market, they represent 60.2% of CFMWS's workforce. While Women are well represented overall, they experience under-representation within the Professionals, Semi-professionals & Technicians, Other Sales & Service Personnel, and Other Manual Workers occupational groups. Last year, CFMWS was able to close the gap for Women in the Semi-skilled Manual Workers group from -1 to 1.

Indigenous Peoples

The overall representation of Indigenous Peoples has slightly decreased from last year (3.5% versus 3.9%) and remains under-represented within the organization when compared to their representation in the external labour market (3.5% versus 4.7%). To close the 1.2% representation gap, CFMWS would need to increase the representation of Indigenous Peoples in the workforce by 33 employees. Indigenous peoples remain under-represented in the following occupational groups: Professionals, Semi-professionals & Technicians, Skilled Crafts & Trades Workers, Clerical Personnel, Intermediate Sales & Service, Other Sales & Service Personnel and Other Manual Workers.

Persons with Disabilities

CFMWS is above average in the representation of Persons with Disabilities. While Persons with Disabilities represent 9.5% of the external labour market, they make up 10.6% of the CFMWS workforce. Further, based on the above data, CFMWS experiences under-representation of Persons with Disabilities in the following occupational groups: Professionals, Supervisors and Skilled Sales & Service. CFMWS has closed the gap in Intermediate Sales & Service from -6 to 0.

Members of Visible Minorities

CFMWS reduced the gap for members of Visible Minorities (8.9% versus 8.6%), yet the organization is still experiencing under-representation in this group. Visible Minorities experience the most significant under-representation in this organization as compared to their availability in the external labour market. While they represent 15% of the external labour market, only 8.9% of CFMWS employees self-identified as belonging to the visible minority group. In order to close the 6.1% representation gap in our workforce, CFMWS must increase the representation of Visible Minorities by 169 people. Additionally, Visible Minorities experience representation gaps in the following occupational groups: Senior Managers, Middle & Other Managers; Professionals; Semi-Professionals & Technicians; Supervisors; Administrative and Senior Clerical; Skilled Sales & Service; Intermediate Sales & Service; Other Sales & Service Personnel; and Other Manual Workers.

4. The table below represents the salary ranges of employees and the degree of representation of each designated group in each range and in any subdivision of the range.

Salary Range (\$)	All Employees		WOMEN			INDIGENOUS PEOPLES			PERSONS WITH DISABILITIES			MEMBERS OF VISIBLE MINORITIES		
	#	%	#	% of Salary Range	% of EE Group	#	% of Salary Range	% of EE Group	#	% of Salary Range	% of EE Group	#	% of Salary Range	% of EE Group
5,000-9,999	0	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	0	0.0%	0.0%
10,000-14,999	4	0.1%	2	50.0%	0.1%	1	25.0%	1.0%	1	25.0%	0.3%	0	0.0%	0.0%
15,000-19,999	27	1.0%	17	63.0%	1.0%	0	0.0%	0.0%	4	14.8%	1.3%	1	3.7%	0.4%
20,000-24,999	272	9.7%	158	58.1%	9.4%	10	3.7%	10.1%	21	7.7%	7.1%	16	5.9%	6.4%
25,000-34,999	564	20.2%	383	67.9%	22.8%	32	5.7%	32.3%	72	12.8%	24.2%	50	8.9%	20.0%
35,000-49,999	566	20.3%	369	65.2%	21.9%	25	4.4%	25.3%	67	11.8%	22.6%	46	8.1%	18.4%
50,000-74,999	750	26.8%	444	59.2%	26.4%	15	2.0%	15.2%	75	10.0%	25.3%	78	10.4%	31.2%
75,000-99,999	467	16.7%	245	52.5%	14.6%	11	2.4%	11.1%	39	8.4%	13.1%	46	9.9%	18.4%
100,000-149,999	132	4.7%	59	44.7%	3.5%	4	3.0%	4.0%	14	10.6%	4.7%	12	9.1%	4.8%
150,000-199,999	12	0.4%	5	41.7%	5.1%	1	8.3%	0.3%	3	25.0%	1.2%	1	8.3%	0.0%
200,000+	1	0.0%	0	0.0%	0.0%	0	0.0%	0.0%	1	100.0%	0.0%	0	0.0%	0.0%
Total	2795	100%	1682	60.2%	100.0%	99	3.5%	99.0%	297	10.6%	100.0%	250	8.9%	100.0%

The EE regulatory amendment to Schedule VIII of the EE Regulations requires CFMWS to report according to the salary range above. Although the WEIMS is providing the data in different salary ranges, CFMWS used WEIMS raw data to filter the information needed to fill out the proper salary range table.

In February 2021, the CFMWS HR Legislated Programs Coordinator participated in the second discussion on user requirements for employment equity reporting. During this informal discussion, the Coordinator expressed the challenges in reporting this specific data and the advantages of having the WEIMS salary range table identical to the Employment Equity Regulations report requirements. This would avoid any chances at discrepancies between the data as it would be gathered using the same data requirements.

Women

The information provided in the previous table, shows that the representation of Women in the organization varies between 41.7% and 67.9% in salary range from \$10,000 to \$199,999. The representation in these salary ranges is consistent with the market availability (56.4%). Although this year percentage of representation is lower than last year, Women experience representation in higher salary range (\$10,000 to \$199,000 compared to \$5,000 to \$149,999 last year). Consequently, the representation percentage decreases when the salary range reaches \$100,000 and above.

Indigenous Peoples

The largest representation for Indigenous Peoples within their employment equity group is in the salary range of \$20,000 to \$99,999 with representation percentage that varies between 10.1% and 32.3%. The representation of Indigenous Peoples' in the overall organization has the highest percentage in the following salary range: \$10,000-\$14,999, \$20,000-\$24,999, \$25,000-\$34,999, \$35,000-\$49,999, and \$150,000-\$199,999. Although the percentages have decreased compared to last year, it is proportional to the diminution of overall Indigenous Peoples representation in the organization.

Persons with Disabilities

The overall representation percentage for Persons with Disabilities is in the salary ranges 7.7% to 100%. The data shows that the Persons with Disabilities group is represented in all salary range. The Persons with Disabilities percentage within their group show a higher representation within these ranges \$25,000-\$34,999 (24.2%), \$35,000-\$49,999 (22.6%), \$50,000-\$74,999 (25.3%).

Members of Visible Minorities

The overall representation for Visible Minorities is lower than the market availability in all salary ranges. The percentage of representation within their group is condensed within the salary ranges from \$25,000-\$99,999 and vary from 20% to 31.2%. Their overall representation within the organization varies between 10.4% and 3.7%. The Visible Minorities group has no representation in the following salary range: \$10,000-\$14,999 and \$200,000+.

5. The next table exhibits the movement of CFMWS employees who are members of each designated group. Within the following breadths: Numbers of employees hired, promoted and terminated and the degree of representation, in those numbers,

**Directly impacted by COVID-19 Pandemic*

Status	Total	Women	% Representation	Members Of Visible Minorities	% Representation	Indigenous Peoples	% Representation	Persons With Disabilities	% Representation
Hired-Full Time	163	96	58.9%	18	11.0%	3	1.8%	5	3.1%
Hired-Part Time	142	95	66.9%	7	4.9%	3	2.1%	12	8.5%
Hired-Temporary	85	49	57.6%	15	17.6%	3	3.5%	1	1.2%
Total Hired*	390	240	61.5%	40	10.3%	9	2.3%	18	4.6%
Promoted-Full Time	140	92	65.7%	9	6.4%	5	3.6%	17	12.1%
Promoted-Part Time	14	10	71.4%	0	0.0%	0	0.0%	0	0.0%
Promoted-Temporary	49	36	73.5%	2	4.1%	1	2.0%	7	14.3%
Total Promoted	203	138	68.0%	11	5.4%	6	3.0%	24	11.8%
Terminated-Full Time	527	337	63.9%	40	7.6%	20	3.8%	51	9.7%
Terminated-Part Time	268	178	66.4%	22	8.2%	11	4.1%	23	8.6%
Terminated-Temporary	10	7	70.0%	1	10.0%	1	10.0%	3	30.0%
Total Terminated	805	522	64.8%	63	7.8%	32	4.0%	77	9.6%

This year movement within CFMWS was greatly impacted by COVID-19, we experienced significant loss in revenue and for that reason, we had to adjust the recruiting activities to the current business needs. This year CFMWS has hired 414 less employees* compared to last year. In addition to this, and as a result of the uncertainty of the pandemic's effects on CFMWS' program and service delivery, CFMWS has also experience a lower number of promotions and terminations. This year CFMWS is reporting 805 employees terminated and 390 employees hired*.

Women

The hiring rate for Women (61.5%) is above workforce availability (56.4%). The promotion rate is lower than internal representation (68% vs 60.2%). The terminated rate is higher than the internal representation (64.8% vs 60.2%) and than the hiring rate (64.8% vs 61.5%.) In comparison with last year, the hiring rate for Women decreased by 1.3% and promotion rate increased by 5.1%. The termination rate has decreased by 0.5%.

Members of Visible Minorities

The hiring rate for Members of Visible Minorities (10.3%) is below workforce availability (15%). The promotion rate is higher than internal representation (5.4% vs 8.9%). The terminated rate is lower than internal representation (7.8% vs 8.9%). Based on this information, CFMWS can determine that the Members of Visible Minorities groups hiring rate is comparable to last year (10.3% vs 10.8%). Additionally, the promotion rate of Members of Visible Minorities decreased (5.4% vs 10.2%) and the termination rate has raised from 5.4% to 7.8%.

Indigenous Peoples

The hiring rate for Indigenous Peoples (2.3%) is below the workforce availability (4.7%). The promotion rate is lower than the internal representation (3% vs 3.5%). The terminated rate is lower than the internal representation (4% vs 3.5%).

Persons with Disabilities

The hiring rate for Persons with Disabilities (4.6%) is below the workforce availability (9.5%). The promotion rate is higher than the internal representation (11.8% vs 10.6%). The terminated rate is lower than the internal representation (9.6% vs 10.6%). This year CFMWS have terminated more people from the Persons with Disabilities group than have been hired. This year, CFMWS have promoted less employees within this group than last year (24 vs 32.)

The Next Steps Moving Forward

Within the new CFMWS Diversity and Inclusion plan 2021-2024, specific initiatives have been identified for 2021-2022. While the ability to complete these initiatives may be affected by resources, budget or technological factors, CFMWS does not forecast any major delays in achieving these initiatives. The completion dates of these initiatives may overlap future reporting periods.

Internal Promotion of Diversity & Inclusion:

- **Develop Employment Equity Promotional Material:** Create informational material to educate Managers on the benefits of a diverse workforce and create awareness material to assist local HR offices in maximize recruiting efforts by reaching potential candidates from all designated groups.
- **Better Communication Regarding Organizational Commitment:** CORE, the new CFMWS intranet will enable the Employment Equity Champions to share messages, training options and informative materials with employees at more regular intervals.
- **Offer New Development Opportunities:** HR staff will receive unconscious bias training. Educating HR staff will provide them with information and knowledge and enable them to coach Managers on the importance of a diverse workforce.
- **Review and Update Mandatory Training:** CFMWS will update mandatory Employment Equity training provided to all Managers during the on-boarding process, to highlight the benefits and strengths of a diverse and inclusive workforce.

Recruitment:

- **Partnership:** To support employee retention, career advancement, and to remove systemic barrier for employees in the four designated groups, access to corporate and divisional learning and development opportunities will continue. CFMWS will put in place a D&I Partnership Pilot program to train selected Human Resources team.

Data Gathering:

- **New Learning Management System:** The new software will provide data and track a candidate's self-identification at each stage of the talent acquisition process. Including if the recruiting efforts attracted a diverse candidate pool, where in the acquisition process the candidates were deemed unsuccessful and how many individuals from designated group were the successful candidate.
- **Analyze the Results:** Review and measure the results of initiatives at regular intervals to determine their effectiveness and impact. Adjustments at various levels may be required if the data does not demonstrate that the initiatives are having a positive impact on attracting and retaining a qualified, diverse workforce.

Summary

CFMWS' commitment to Employment Equity is evident within our organization planning as well as within the Human Resources strategy and policies. Equity and diversity contribute to the strength of an organization and CFMWS is dedicated to providing a work environment in which all people are treated with dignity and respect. This will ensure that they are able to make their full contribution to the organization and achieve their career potential. Employment Equity benefits the Canadian Armed Forces community, which the organization serves, and the Canadian communities in which CFMWS employees live and work.

CFMWS is working diligently to implement meaningful initiatives and stand behind our commitment. While opportunities remain, the organization continues to celebrate achievements as the diversity and inclusion portfolio continues to mature. Diversity and inclusion are a catalyst for innovation and growth and building a diverse workforce will enable CFMWS to fulfill its mandate and accomplish the business goals. Through leadership, respect and inclusion, CFMWS is committed to fostering a workplace favourable to employees of all designated groups. Collectively, CFMWS takes meaningful actions to provide support to a diverse workforce and foster an inclusive workplace to maximize the contributions of all employees.