

# Canadian Forces Morale & Welfare Services

Staff of the Non-Public Funds

## Employment Equity Report 2019-2020





## Foreword by the Chief Executive Officer

As Chief Executive Officer (CEO) of Canadian Forces Morale and Welfare Services (CFMWS), 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, policies, programs and decision-making processes. These pillars support a representative and diverse workforce and provide a healthy and respectful work environment for all individuals.

The CFMWS 2019-2020 Annual Employment Equity Report provides a summary of the progress CFMWS has made in 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).

CFMWS is above current market availability with respect to representation for Women and Persons with Disabilities and we have made improvements in our representation of Indigenous Peoples and Members of Visible Minorities. We continue to implement the CFMWS Employment Equity Action Plan 2019-2021 so the organization can further improve representation of underrepresented groups. Within this plan are initiatives aimed at increasing diversity through recruitment and selection activities, such as targeted and proactive outreach and connecting with communities of interest as part of our recruitment efforts. Technological improvements and increased access to data, such as applicant tracking, will also assist us in identifying systemic barriers related to the recruitment of designated groups.

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  
Canadian Forces Morale and Welfare Services

## A diverse and all-inclusive organizational culture in the making

Since 1968, Canadian Forces Morale and Welfare Services (Staff of the Non-Public Funds) has been supporting and delivering services to the military community. The CFMWS mission is to contribute directly to the Canadian Armed Forces' philosophy "people first, mission always" through the provision of a full range of fitness, sports and recreation; family and charitable support; retail and personal financial services that enable Canadian Armed Forces members to focus on operational effectiveness and better tackle the unique challenges of military life.

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

CFMWS included Employment Equity as part of the CFMWS organizational strategy and published a Revised Employment Equity Plan in January 2019. The CFMWS 2019-2020 Annual Employment Equity Report not only provides information on representation of the designated groups as at 31 March 2020. The report 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 2019, CFMWS launched a revised Employment Equity Plan to outline the steps required to reach the goal of reducing employment gaps in all designated groups. This year, the focus was on the following initiatives:

## Recruitment:

- Connecting Face-to-Face with Candidates:** Local Human Resources (HR) offices were encouraged to contact local associations representing the four designated groups to help promote employment and attract a qualified, diverse pool of candidates. For example, in February 2020, HR staff in Edmonton attended a Disability Career Fair and connected with approximately 110 job seekers.
- Recruiting Material Displaying Diversity:** CFMWS has reissued recruiting material to better reflect a diverse workforce. Providing material candidates can associate with will support recruiting efforts. All pictures used within this report are the examples of this initiative.
- Revision of Job Posters:** Job posters have been improved to incorporate inclusive language (i.e. gender-neutral pronouns) so that posters appeal to all audiences.
- 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 to promote and celebrate diversity have been posted to corporate social media accounts in an effort to reach a wider variety of candidates.
- Sharing of Local Employment Equity Data:** Workforce availability data and workforce population data is provided to local HR office to highlight employment equity opportunities. This information helps local HR offices to tailor recruiting strategies accordingly and engage underrepresented groups. In 2019, CFMWS began to gather employment equity data on applicants by asking applicant to self-identify during the application process. Local action plans were developed where applicant numbers were not equitable to workforce availability statistics.



## Internal Promotion of Diversity & Inclusion:

- Diversity Wall:** The Diversity Wall was an opportunity for CFMWS employees to voice what diversity and inclusion means to them as an individual. Over 200 quotes were received from employees across the country. Those quotes and personal stories are displayed at CFMWS Headquarters and posters of the Wall were created and distributed to all local HR





offices, reminding all employees that CFMWS is a safe and inclusive workplace.

- **Engaged Champions with Network of Allies:** The CFMWS Employment Equity Champions matured to a more formal role. Champions signed a pledge, making them accountable to educate and inform employees, celebrate important dates for their community and support the recruiting activities of the four designated groups.

### Data Gathering:

- **Self-Identification Educational Video:** With last year’s expanded definition of disability, CFMWS took the initiative to develop an educational video clearly defining the four designated groups. The goal was to educate employees on employment equity and the four designated groups so employees were confident in their election to self-identify. The video was accessible on the CFMWS website and the link was sent to all employees via email.
- **Self-ID Campaign:** Following the release of the educational video, the organization completed a Self-Identification Campaign. The goal of the campaign was to encourage all employees to self-identify or to update previous self-identification responses. With 79% of all CFMWS employees updating their self-identification elections during this campaign period, the updated data provides CFMWS with a new baseline from which the organization can work. With this updated data, CFMWS now has current data on the existing workforce and an up-to-date understanding of where opportunity to improve still exist.

## A look at the current workforce

In 2019, CFMWS employed 4,569 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 2020, that portion of the workforce consisted of 2,006 full-time, 684 part-time and 271 temporary employees, for a total of 2,961 employees.

Workforce by Status	Full Time	Part Time	Temporary	Total	%
Women	1144	492	169	1805	61.0%
Men	862	192	102	1156	39.0%
<b>Total</b>	<b>2006</b>	<b>684</b>	<b>271</b>	<b>2961</b>	<b>100%</b>

The chart below provides a comparison of CFMWS workforce over the past three years. This year, there has been a slight decrease in the overall representation of women and a major increase in the overall representation of persons with disabilities. CFMWS workforce is well represented in these two groups. Although the representation of indigenous peoples and members of visible minorities have increased, the numbers remain below workforce availability.

<b>Workforce by Designated groups</b>					
<b>Designated Groups</b>	<b>2017-2018</b>	<b>2018-2019</b>	<b>2019-2020</b>	<b>Availability</b>	<b>Gap</b>
Women	61.5%	61.8%	61.0%	56.6%	<b>129</b>
Indigenous Peoples	3.2%	3.1%	3.9%	4.8%	<b>-28</b>
Persons with Disabilities	6.1%	5.8%	11.8%	9.6%	<b>67</b>
Members of Visible Minorities	5.3%	5.8%	8.6%	14.7%	<b>-179</b>

*Availability based on WEIMS Data 2020*

1. Number of employees and the number of persons who are members of a designated 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
<b>2,961</b>	<b>1,805</b>	<b>1676</b>	<b>129</b>	<b>116</b>	<b>144</b>	<b>-28</b>	<b>349</b>	<b>282</b>	<b>67</b>	<b>254</b>	<b>433</b>	<b>-179</b>

2. Geographic workforce representation within the organization.

Location	TOTAL	Women	Members of Visible Minorities	Indigenous Peoples	Persons With Disabilities
Ontario	816	547	72	34	106
NCR	688	385	99	19	86
Quebec	412	215	11	4	12
Nova Scotia	220	111	12	8	30
New Brunswick	112	79	1	4	19
Manitoba	128	88	10	10	26
British Columbia	165	102	14	8	16
Saskatchewan	35	24	3	2	4
Alberta	323	208	29	17	45
Newfoundland and Labrador	51	36	3	9	5
Northwest Territories	11	10	0	1	0
<b>Total</b>	<b>2961</b>	<b>1805</b>	<b>254</b>	<b>116</b>	<b>349</b>

3. Occupational groups of employees and the degree of representation of each designated group in each occupational group

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
1 Senior Managers	32	17	9	8	2	1	1	67	27	40	1	4	-3
2 Middle & Other Managers	508	272	200	72	14	14	0				38	89	-51
3 Professionals	554	328	347	-19	9	22	-13	54	49	5	65	102	-37
4 Semi-professionals & Technicians	402	213	224	-11	14	16	-2	33	31	2	25	70	-45
5 Supervisors	171	130	98	32	11	9	2	21	47	-26	12	20	-8
6 Supervisors: Crafts & Trades	0	0	0	0	0	0	0	0		0	0		0
7 Administrative & Senior Clerical	164	144	134	10	9	8	1	23	16	7	12	15	-3
8 Skilled Sales & Service	42	16	16	0	3	1	2	2	3	-1	6	12	-6
9 Skilled Crafts & Trades Workers	12	0	0	0	0	1	-1	1	1	0	1	1	0
10 Clerical Personnel	270	222	191	31	11	15	-4	53	25	28	40	21	19
11 Intermediate Sales & Service	251	178	172	6	10	14	-4	21	27	-6	20	33	-13
12 Semi-skilled Manual Workers	12	1	2	-1	1	1	0	1	1	0	1	1	0
13 Other Sales & Service Personnel	477	277	272	5	30	37	-7	67	51	16	31	60	-29
14 Other Manual Workers	66	7	11	-4	2	5	-3	6	4	2	2	5	-3
<b>TOTAL</b>	<b>2,961</b>	<b>1,805</b>	<b>1676</b>	<b>129</b>	<b>116</b>	<b>144</b>	<b>-28</b>	<b>349</b>	<b>282</b>	<b>67</b>	<b>254</b>	<b>433</b>	<b>-179</b>



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

**Women:** Women are well represented within CFMWS's workforce, compared to their representation in the external labour market. While women make up 56.6% of the external labour market, they represent 61% of CFMWS's workforce. While women are well-represented overall, women experience under-representation within the Professionals, Semi-professionals & Technicians, Semi-skilled Manual Workers and Other Manual Workers occupational groups. Last year, CFMWS was able to close the gap for Women in the Skilled Sales & Services group from -1 to 0.

**Indigenous Peoples:** The overall representation of Indigenous Peoples has improved from last year (3.9% versus 3.1%) but remains under-represented within the organization when compared to their representation in the external labour market (3.9% versus 4.8%). To close the 0.9% representation gap, CFMWS would need to increase the representation of Indigenous Peoples in the workforce by 28 employees. Indigenous peoples experience under-representation in the following occupational groups: Professionals; Semi-Professionals & Technicians; Skilled Crafts & Trades; Clerical Personnel; Intermediate Sales & Service; Other Sales & Service Personnel; and Other Manual Workers. CFMWS was able to close last year's gap in the following groups: Supervisors (from -2 to +2); Administrative and Senior Clerical (from -1 to +1); Senior Managers (from -1 to +1) and Middle & Other Managers (from -2 to 0).

**Persons with Disabilities:** The Persons with Disabilities group representation has increased dramatically as a result of the Self-ID Campaign where the expanded definition of disability was communicated to employees. While Persons with Disabilities represent 9.6% of the external labour market, they make up 11.8% of the CFMWS workforce. Based on the new data, CFMWS experiences under-representation of Persons with Disabilities in the following occupational groups: Supervisors; Skilled Sales and Service; and Intermediate Sales & Service. CFMWS has closed the gap in the following groups: Administrative and Senior Clerical (from -7 to +7); Clerical Personnel (from -2 to +28); Professionals (from -26 to +5); Semi-Professionals & Technicians (from -15 to +2); Other Sales & Service Personnel (from -7 to +16) and Other Manual Workers (from -2 to +2).

**Members of Visible Minorities:** CFMWS was able to reduce the gap for members of Visible Minorities (8.6% versus 5.8%), 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 14.7% of the external labour market, 8.6% of CFMWS employees self-identified as belonging to a visible minority group. In order to close the 6.1% representation gap in our workforce, CFMWS must increase the representation of visible minorities by 179 people. 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. This year CFMWS was able to close the gap for group 12- Semi-skilled Manual Workers (from -1 to 0).

- 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	9	0.3%	6	66.7%	0.3%	0	0.0%	0.0%	1	11.1%	0.3%	0	0.0%	0.0%
10,000-14,999	12	0.4%	8	66.7%	0.4%	2	16.7%	1.7%	2	16.7%	0.6%	0	0.0%	0.0%
15,000-19,999	66	2.2%	39	59.1%	2.2%	5	7.6%	4.3%	6	9.1%	1.7%	5	7.6%	2.0%
20,000-24,999	401	13.5%	273	68.1%	15.1%	16	4.0%	13.8%	46	11.5%	13.2%	25	6.2%	9.8%
25,000-34,999	605	20.4%	404	66.8%	22.4%	38	6.3%	32.8%	85	14.0%	24.4%	51	8.4%	20.1%
35,000-49,999	601	20.3%	401	66.7%	22.2%	22	3.7%	19.0%	83	13.8%	23.8%	52	8.7%	20.5%
50,000-74,999	740	25.0%	405	54.7%	22.4%	16	2.2%	13.8%	67	9.1%	19.2%	76	10.3%	29.9%
75,000-99,999	390	13.2%	208	53.3%	11.5%	12	3.1%	10.3%	36	9.2%	10.3%	35	9.0%	13.8%
100,000-149,999	127	4.3%	58	45.7%	3.2%	5	3.9%	4.3%	19	15.0%	5.4%	9	7.1%	3.5%
150,000-199,999	9	0.3%	3	33.3%	2.6%	0	0.0%	0.0%	3	33.3%	1.2%	1	11.1%	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%
<b>Total</b>	<b>2961</b>	<b>100%</b>	<b>1805</b>	<b>61.0%</b>	<b>100.0%</b>	<b>116</b>	<b>3.9%</b>	<b>100.0%</b>	<b>349</b>	<b>11.8%</b>	<b>100.0%</b>	<b>254</b>	<b>8.6%</b>	<b>100.0%</b>

The EE regulatory amendment to Schedule VIII of the EE Regulations requires CFMWS to report according to the salary range above. Although the Workplace Equity Information Management System (WEIMS) is providing the data into different salary range, CFMWS used WEIMS raw data to filter the information needed to fill out the proper salary range table. In October 2019, the CFMWS Diversity & Inclusion Coordinator participated in a discussion on users 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 above, shows that women representation varies between 45.7% and 68.1% in salary range from \$5,000 to \$149,999. The representation percentage decreases when the salary range reaches \$150,000-\$199,999 and \$200,000+.

**Indigenous Peoples:** The largest representation in salary range for Indigenous Peoples is within the salary range of \$10,000 to \$49,999. Indigenous peoples have lower representation in the \$5,000-\$9,999, \$50,000-\$74,999; \$150,000-\$199,999 and \$200,000+ range.

**Persons with Disabilities:** The representation percentage for Persons with Disabilities in salary ranges (between 9.1% and 16.7%) is in line with the overall representation in the organization (11.8%). The Persons with Disabilities group is well represented in the higher salary ranges: \$150,000-\$199,999 (33%); \$200,000+ (100%).

**Members of Visible Minorities:** The representation for Visible Minorities is condensed within the salary ranges from \$15,000-\$199,999. The Visible Minorities group has no representation in the following salary range: \$5,000-\$9,999, \$10,000-\$14,999 and \$200,000+.

5. Movement within CFMWS: Numbers of employees hired, promoted and terminated and the degree of representation, in those numbers, of persons who are members of each designated group.

Status	Total	Women	% Representation	Members of Visible Minorities	% Representation	Indigenous Peoples	% Representation	Persons With Disabilities	% Representation
Hired Full Time	415	251	60.5%	43	10.4%	10	2.4%	16	3.9%
Hired Part Time	292	194	66.4%	30	10.3%	14	4.8%	14	4.8%
Hired Temporary	97	60	61.9%	14	14.4%	5	5.2%	6	6.2%
<b>Total Hired</b>	<b>804</b>	<b>505</b>	<b>62.8%</b>	<b>87</b>	<b>10.8%</b>	<b>29</b>	<b>3.6%</b>	<b>36</b>	<b>4.5%</b>
Promoted Full Time	174	106	60.9%	18	10.3%	9	5.2%	20	11.5%
Promoted Part Time	29	20	69.0%	2	6.9%	1	3.4%	2	6.9%
Promoted Temporary	61	40	65.6%	7	11.5%	1	1.6%	10	16.4%
<b>Total Promoted</b>	<b>264</b>	<b>166</b>	<b>62.9%</b>	<b>27</b>	<b>10.2%</b>	<b>11</b>	<b>4.2%</b>	<b>32</b>	<b>12.1%</b>
Terminated Full Time	756	497	65.7%	36	4.8%	16	2.1%	37	4.9%
Terminated Part Time	278	178	64.0%	20	7.2%	6	2.2%	14	5.0%
Terminated Temporary	9	6	66.7%	0	0.0%	0	0.0%	1	11.1%
<b>Total Terminated</b>	<b>1043</b>	<b>681</b>	<b>65.3%</b>	<b>56</b>	<b>5.4%</b>	<b>22</b>	<b>2.1%</b>	<b>52</b>	<b>5.0%</b>

This year movement within CFMWS data demonstrates an overall improvement. The promotion rate in three designated groups has significantly improved which further positions CFMWS as being an organization without barriers and where all employees have equal opportunity to develop and be promoted.

**Women:** The hiring rate (62.8%) is above workforce availability (56.6%). The promotion rate is higher than internal representation (62.9% vs 61%). The terminated rate is higher than the internal representation (65.3% vs 61%) and than the hiring rate (65.3% vs 62.8%). In comparison with last year, the hiring rate for women decreased by 4.2% and promotion rate decreased by 4.8%. The termination rate has increased by 1.3%.

**Members of Visible Minorities:** The hiring rate (10.8%) is below workforce availability (14.7%). The promotion rate is higher than internal representation (10.2% vs 8.6%). The terminated rate is lower than internal representation (5.4% vs 8.6%). Based on this information, CFMWS can determine that the Members of Visible Minorities groups hiring rate is higher than last year (10.8% vs 7.8%). Additionally, the promotion rate of Members of Visible Minorities increase (10.2% vs 5%) and the termination rate has dropped from 7% to 5.4%.

**Indigenous Peoples:** The hiring rate (3.6%) is below the workforce availability (4.8%). The promotion rate is higher than the internal representation (4.2% vs 3.9%). The terminated rate is lower than the internal representation (2.1% vs 3.9%). This year CFMWS have hired more employees from Indigenous group than have been terminated (29 hired vs 22 terminated.) This is an improvement from last year where the terminated rate was notably higher than the hiring rate. (28 terminated vs. 13 hired)

**Persons with disabilities:** The hiring rate (4.5%) is below the workforce availability (9.6%). The promotion rate is higher than the internal representation (12.1% vs 11.8%). The terminated rate is lower than the internal representation (5% vs 11.8%). This year CFMWS have terminated more people from the Persons with Disabilities group than have been hired. This year, CFMWS have promoted more employees within this group than last year (32 vs 12.)

## The next steps moving forward

Within the CFMWS Employment Equity Action Plan 2019-2021, specific initiatives have been identified for 2020-2021. 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 HR offices in maximize recruiting efforts by reaching potential candidates from all designated groups.

- **Better Communication Regarding Organizational Commitment:** A 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:**

- **Launch a New Corporate Careers Website:** A new Careers website will include a section dedicated to diversity and inclusion along with employment equity rights and policy information. The website will encourage the promotion of employment equity at the recruitment stage of an employee's career with CFMWS.
- **Update Recruiting Outreach Directory:** Up-to-date contact information for outreach organizations will serve as a first line tool for local HR office to connect with third party organizations representing designated groups.
- **Creation of a Digital Package for All Organizations:** A digital package for HR offices to use when collaborating with third party organization to reach candidates from all designated groups. Subject matter experts will be available to provide tailored, location-specific strategies and assist HR offices in creating meaningful allyships with local organizations to develop deep-seeded partnerships.
- **Continuity of Learning and Development Opportunities:** To support employee retention, career advancement and in an attempt to remove systemic barrier for employees in the four designate groups, access to corporate and divisional learning and development opportunities will continue. CFMWS will continue to offer employees the ability to request financial support to pursue academic education, access to the learning and development activities available through GC Campus, and access to second language training programs.

## Data Gathering:

- **New Talent 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's commitment to employment equity is evident within the corporate strategy as well as within human resources strategy and policies. Equity and diversity contribute to the strength of an organisation and CFMWS is dedicated to providing a work environment in which all people are treated with dignity and respect and 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 professionalism, CFMWS is committed to fostering a workplace favourable to employees of all designated groups. Collectively, the meaningful actions taken provide support to a diverse workforce and foster an inclusive workplace to maximize the contributions of all employees.

CFMWS has identified specific initiatives for 2020-2021 that will help achieve the milestones stated in the CFMWS Employment Equity Action Plan 2019-2021 and will utilize best practices and apply innovative solutions to attract and hire diverse talent.