

2024-2025

# **Employment Equity Annual Report**



# Executive Summary

Canadian Forces Morale and Welfare Services (CFMWS) presents its 2024-2025 Employment Equity Annual Report detailing workforce representation across four employment equity groups—women, Indigenous workers, workers with disabilities, and Black and racialized workers—highlighting areas of overrepresentation and underrepresentation relative to labor market availability benchmarks, with women exceeding targets, Indigenous workers and workers with disabilities slightly underrepresented, and Black and racialized workers significantly underrepresented, alongside analyses of representation by location, occupational group, salary range, and workforce mobility, and outlining ongoing strategic measures and consultations to improve equity and inclusion within the organization.

# About Employment Equity

As a Schedule V agency, the Canadian Forces Morale and Welfare Services (CFMWS) is subject to several human rights-related legislative and regulatory instruments, which it implements through different programs including Employment Equity.

## What is Employment Equity?

“The purpose of this Act is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.” (s.2, Employment Equity Act)

To advance employment equity, the CFMWS strives to identify and eliminate employment barriers against persons in employment equity groups that result from employment systems, policies and practices; and put into place positive policies and practices to ensure that persons in employment equity groups are represented in the organization in a way that reflects their representation in the Canadian workforce.

## What are the Employment Equity Groups?

1. The 4 employment equity groups designated in the Employment Equity Act (the Act) (s.3) are: Women, Persons with Disabilities, Aboriginal, Visible Minorities.
2. Unless a direct quote from the Act, the CFMWS 2024-2025 Employment Equity Annual Report uses language identified in the [Employment Equity Act Review Task Force Report](#) which was released in December 2023. The report replaced “Designated Groups” with “Employment Equity Group”, replaced “Aboriginal Peoples” with “Indigenous Workers”, replaced “Persons with Disabilities” with “Workers with disabilities” and replaced “Members of Visible Minorities” with “Black and racialized workers”

# Glossary Table

The **“Target (%)”** represents the labour market availability (LMA)<sup>1</sup> which acts as our benchmark for representation per employment equity group.

**LMA** represents the proportion of individuals in the general Canadian labour market (including residents and citizens) who are qualified and available for specific occupations.

The **“Total Workforce”** represents the number of CFMWS employees employed by CFMWS as of 31 March 2025, only including full-time or part-time positions that are either permanent or temporary contracts lasting greater than 3 months. Employees hired on a casual basis, or temporary workers on contracts for less than 3 months are excluded from this number.

The **“Workforce”** represents the number of the “total workforce” that is employed in a specific location, occupational group, salary range or other as indicated in each respective table.

**“Employment Equity Workers”** refers to CFMWS employees who voluntarily self-identified (during onboarding or at any time during their employment at CFMWS) as an Indigenous worker, workers with disabilities or a black and racialized worker, or refers to sex-at-birth information taken from the pay system.

A **worker with a disability** refers to a CFMWS employee who has chosen to self-identify as a worker with one or multiple disabilities.

**Workers with disabilities** refers to the employment equity group.

The **“Representation (#)”** represents the number of employment equity workers employed in a specific location, occupational group, salary range or other as indicated in each respective table.

The **“Representation (%)”** represents the “Representation (#)” divided by the “workforce” times 100 in a specific location, occupational group, salary range or other as indicated in each respective table.

The **“Gap (%)”** represents the difference between the “Representation (%)” and the “Target (%)”. A positive gap indicates overrepresentation, while a negative gap indicates underrepresentation.

The **"Gap (#)"** represents the additional number of employees needed in the "Representation (#)" to make the "Gap (%)" equal to zero. It is calculated by multiplying the "Target (%)" to the "Workforce" or "Total Workforce" and subtracting the "Representation (#)".

**"SUPP"** indicates suppressed data, used when fewer than 15 employees belong to a group, in order to protect their privacy.

**"N/A"** appears in the "Gap (%)" column when representation data is suppressed and a comparison to the target is not possible or appears in the "Gap (#)" column when the "Representation (%)" is greater than the "Gap (%)".

1. Some employers use Workforce Availability (WFA) (a refined subset of LMA adjusted for specific occupational groups, education levels, and geographic recruitment areas). CFMWS uses LMA as our benchmark, reflecting our broad representation across the Canadian labour market.

# 1. Representation of each employment equity group at CFMWS

This section presents the total workforce, as well as the number and percentage of employment equity workers at CFMWS compared to the LMA benchmark, a comparison to representation within the Core Public Service and a comparison to historical representation at CFMWS.

**Table 1.1 the CFMWS total workforce**

Year	Total Workforce
2022 to 2023	2916
2023 to 2024	3790 <sup>2</sup>
2024 to 2025	2923

**Table 1.2: the representation of the CFMWS total workforce by employment equity group**

Employment Equity Group	Representation (#)	Representation (%)	Target (%) <sup>3</sup>	Gap (%)
Women	1821	62.3%	48.2%	+ 14.1%
Indigenous workers	113	3.9%	4.3%	- 0.4%
Workers with disabilities	250	8.6%	12.6%	- 4.0%
Black and racialized workers	347	11.9%	24.9%	- 13.0%
All employment equity workers <sup>4</sup>	2065	70.6%	Unspecified <sup>5</sup>	N/A

2. The CFMWS workforce did not grow by 800 employees and then shrink by the same amount from 2023 to 2025. There was an error that occurred during the data analysis phase of the 2023 to 2024 report resulting in employees who did not meet the definition for the purpose of the Employment Equity Annual Report (Full-time, Part-Time, Permanent or Temporary Greater than 3 Months) being included in the total workforce number of 3790.
3. The LMA data (Target %) used in table 1.2 is derived from the 2021 Census of Canada and the 2022 Canadian Survey on Disability, as published in the [Employment Equity Demographic Snapshot 2023-2024](#) (27 May 2025).
4. CFMWS Employees may self-identify with multiple employment equity groups, demonstrating intersectionality. The sum of all employment equity workers represented in this table does not consider intersectionality. In other words, a woman who has chosen to self-identify as an Indigenous worker and a worker with disabilities is included once in the total for women (1821), once in the total for Indigenous workers (113), and once in the total for workers with disabilities (250), however, this employee contributes to one worker in the sum of all employment equity workers (2065).
5. To our knowledge, there is no benchmark related to overall diversity within a workforce.

### Analysis: CFMWS total Workforce

Among the four employment equity groups;

- Women are the only group whose representation exceeds the LMA benchmark, with a positive gap of +14.1 percentage points compared to the LMA benchmark.
- Indigenous workers are represented at 3.9%, slightly below the LMA target of 4.3%, resulting in a modest gap of -0.4 percentage points.
- Workers with disabilities are represented at 8.6%, compared to a target of 12.6%, indicating a more notable gap of -4.0 percentage points.
- Black and racialized workers show the most significant underrepresentation, with a representation rate of 11.9% against a target of 24.9%, resulting in a gap of -13.0 percentage points.
- Addressing these gaps requires a multifaceted approach. Employees may choose not to self-identify, which can result in underrepresentation in the data. Creating a workplace where equity group members feel safe to self-identify, along with targeted hiring and retention strategies, will help close these gaps.

These findings suggest that while gender equity efforts have yielded strong results, continued and targeted equity initiatives are needed to improve representation among Indigenous workers, workers with disabilities, and Black and racialized workers, with priority for racialized groups, where the gap is most pronounced.

### Analysis: Comparison to the 2023-2024 Core Public Service data

**Table 1.3: a comparison between CFMWS 2024-2025 representation and the Core Public Service 2023-2024 representation**

Employment Equity Group	CFMWS 2024-2025 Representation (%)	Core Public Service 2023-2024 Representation (%)	Difference <sup>6</sup>
Women	62.3%	56.9%	+5.4%
Indigenous workers	3.9%	5.3%	-1.4%
Workers with disabilities	8.6%	7.9%	+0.7%
Black and racialized workers	11.9%	22.9%	-11.0%

When compared to the Core Public Service representation in 2023–2024, as detailed in the [Employment Equity Demographic Snapshot](#), CFMWS shows higher representation of women and persons with disabilities. However, representation of Indigenous peoples and Black and racialized workers is lower, reinforcing the need to prioritize efforts for these groups.

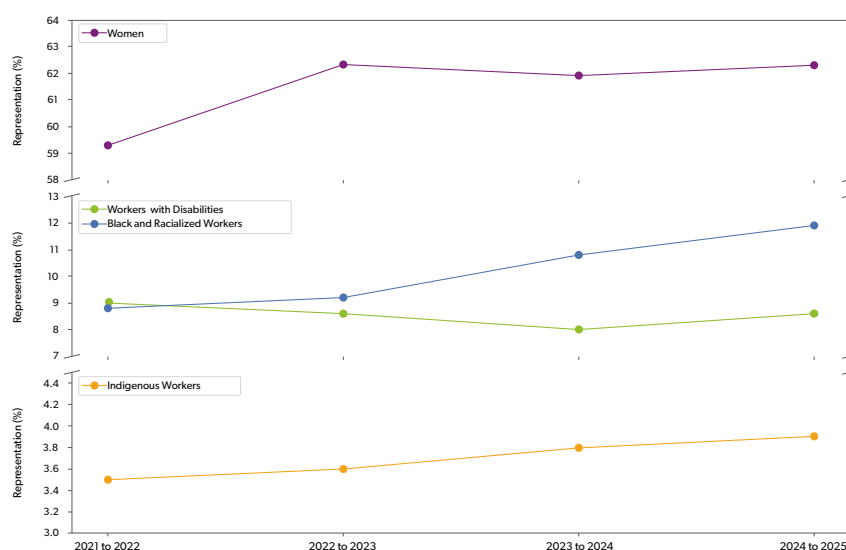
### Analysis: Comparison to CFMWS Historical representation since 2022

6. A positive difference is shown when the CFMWS 2024-2025 representation is greater than the Core Public Service 2023-2024 representation. A negative difference is shown when the CFMWS 2024-2025 representation is less than the Core Public Service 2023-2024 representation.

**Table 1.4: a comparison between CFMWS 2024-2025 representation and CFMWS historical representation since 2022**

Employment Equity Group	2021 to 2022 <sup>7</sup>	2022 to 2023 <sup>7</sup>	2023 to 2024 <sup>7</sup>	2024 to 2025 <sup>7</sup>
Women	59.3%	62.3%	61.9%	62.3%
Indigenous workers	3.5%	3.6%	3.8%	3.9%
Workers with disabilities	9.0%	8.6%	8.0%	8.6%
Black and racialized workers	8.8%	9.2%	10.8%	11.9%

**Fig 1.1: a comparison between CFMWS 2024-2025 representation and CFMWS historical Representation since 2022<sup>8</sup>**



Historical representation data from CFMWS reveals the following trends:

- **Women:** Representation has remained stable over the past three years, with a significant jump from 2022 to 2023, with representation fluctuating between 59.3% to 62.3%.
- **Indigenous workers:** Representation has shown a positive trend, increasing from 3.5% in 2022 to 3.8% in 2024, and now 3.9%.
- **Persons with disabilities:** After a decline from 9.0% to 8.0%, representation increased to 8.6% last fiscal year, reversing the downward trend.
- **Black and racialized workers:** Representation has consistently increased, from 8.8% in 2022 to 10.8% in 2024, and now 11.9%.

Overall, we are seeing positive trends working towards closing the gap between our representation and our target.

7. The dates in this table represent a fiscal year, from April 1st of one year to March 31st of the following year. For example, 2021 to 2022 represents April 1, 2021, to March 31, 2022. The data for each fiscal year is the total workforce as of March 31st.
8. This graph has two y-axis breaks which are placed to allow the reader to properly see the positive or negative trends within all groups. Indigenous workers are represented with the y-axis from 3.0-4.4%, workers with disabilities and Black and racialized workers are represented with the y-axis from 7.0-13.0% and women are represented with the y-axis from 58.0-64.0%.

## 2. Representation of CFMWS employment equity group workers by location

This section presents the number and the degree of representation of employment equity group workers (women, Indigenous workers, workers with disabilities, and Black and racialized workers) across provinces, territories, and international locations where CFMWS employees are based.

**Table 2.1: the representation of the CFMWS employment equity group workers by location**

Location	Workforce	Women		Indigenous workers		Workers with disabilities		Black and racialized workers	
	(#)	(#)	(%) <sup>9</sup>	(#)	(%) <sup>9</sup>	(#)	(%) <sup>9</sup>	(#)	(%) <sup>9</sup>
National Capital Region (NCR)	734	432	58.9%	SUPP	≤1.9%	71	9.7%	149	20.3%
Ontario (Excluding NCR)	736	483	65.6%	31	4.2%	68	9.2%	91	12.4%
Quebec (Excluding NCR)	367	202	55.0%	SUPP	≤ 3.8%	SUPP	≤3.8%	SUPP	≤3.8%
Nova Scotia	211	113	53.6%	SUPP	≤6.6%	26	12.3%	SUPP	≤6.6%
New Brunswick	110	75	68.2%	SUPP	≤12.7%	SUPP	≤12.7%	SUPP	≤12.7%
Manitoba	117	80	68.4%	SUPP	≤12.0%	18	15.4%	SUPP	≤12.0%
British Columbia	180	100	55.6%	SUPP	≤7.8%	SUPP	≤7.8%	18	10.0%
Saskatchewan	48	34	70.8%	SUPP	≤29.2%	SUPP	≤29.2%	SUPP	≤29.2%
Alberta	286	199	69.6%	15	5.2%	26	9.1%	35	12.2%
Newfoundland	47	30	63.8%	SUPP	≤29.8%	SUPP	≤29.8%	SUPP	≤29.8%
North West Territories	9	SUPP	≤100%	SUPP	≤100%	SUPP	≤100%	SUPP	≤100%
Outside Canada	78	65	83.3%	SUPP	≤17.9%	SUPP	≤17.9%	SUPP	≤17.9%

9. Data is suppressed when fewer than 15 employees in a location identify as a member of an employment equity group. The maximum possible representation for suppressed data is calculated as 14 divided by the total workforce at that location, multiplied by 100. For example, in the NCR, suppressed data for Indigenous workers indicates a representation of ≤1.9% [(14 ÷ 734) × 100].

### **Analysis: CFMWS by location**

Representation by equity group per location varies. In several locations, data suppression due to less than 15 self-identified workers limits our ability to demonstrate representation without compromising employee privacy. However, data suppression does not necessarily equate to low representation. For example, in Newfoundland, if 14 employees identified within an equity group, that data would be suppressed. But 14 employees in Newfoundland represents 27.8% of the workforce, which would be over the national LMA for Indigenous workers (4.3%), workers with disabilities (12.6%), and Black and racialized workers (24.9%).

### **Analysis: Women by location**

Representation of women exceeds the national LMA benchmark in all locations, indicating strong gender inclusion across the organization. Notably, representation is highest outside Canada (83.3%), followed by Saskatchewan (70.8%), Alberta (69.6%), Manitoba (68.4%), New Brunswick (68.2%), Ontario (65.6%), and Newfoundland (63.8%), all above the agency average of 62.3%.

The high representation outside Canada is influenced by the nature of the military community, where approximately 75% of CFMWS positions are reserved for dependents of sponsored Canadian Armed Forces (CAF), Department of National Defense (DND), or CFMWS personnel. Of these, 88.4% are held by women, reflecting broader demographic patterns. However, this group represents only 2.7% of the total workforce, and does not significantly skew the overall representation of women.

### **Analysis: Indigenous workers by location**

Representation of Indigenous workers is only available for Ontario (4.2%) and Alberta (5.2%), both of which meet or exceed the national LMA benchmark. In other regions, data suppression prevents definitive conclusions. However, suppressed data in Quebec ( $\leq 3.8\%$ ) and the NCR ( $\leq 1.9\%$ ), which together represent 38% of the workforce (734 plus 367 divided by 2923 times 100), confirms underrepresentation in these key regions. Targeted efforts to improve Indigenous representation should be prioritized in Quebec and the NCR, with additional attention to other regions as needed.

### **Analysis: workers with disabilities by location**

Representation of workers with disabilities is available in five regions: the NCR (9.7%), Ontario (9.2%), Nova Scotia (12.3%), Manitoba (15.4%), and Alberta (9.1%). Only Manitoba exceeds the national LMA benchmark of 12.6%. These five regions account for 71.3% of the workforce, and all exceed the agency average of 8.6%. Suppressed data in Quebec ( $\leq 3.8\%$ ) and British Columbia ( $\leq 7.8\%$ ) suggests underrepresentation, significantly impacting the national average. Additional efforts may be required in New Brunswick, Saskatchewan, Newfoundland, the Northwest Territories, and international locations, where representation is unclear. It is important to note that CAF and CFMWS personnel selected for sponsored positions outside of Canada, and their dependents, are subject to a rigorous CAF medical screening process. Dependents and sponsored CFMWS employees with disabilities may be screened out if adequate medical care in

that location is not available, which impacts the availability of workers with disabilities for CFMWS positions (sponsored and non-sponsored) outside of Canada.

#### **Analysis: Black and racialized workers by location**

42.9% of CFMWS employees who have chosen to self-identify in the employment equity group of Black and racialized workers are located in the NCR (149 divided by 347 times 100), where representation is 20.3%, still 4.6 percentage points below the national LMA benchmark of 24.9%. Underrepresentation is also evident in Ontario (12.4%), British Columbia (10.0%), and Alberta (12.2%). Suppressed data in Quebec ( $\leq 3.8\%$ ), Nova Scotia ( $\leq 6.6\%$ ), New Brunswick ( $\leq 12.7\%$ ), Manitoba ( $\leq 12.0\%$ ), and international locations ( $\leq 17.9\%$ ) suggests further underrepresentation.

Quebec and Nova Scotia, which together represent 19.7% of the workforce (367 plus 211 divided by 2923 times 100), significantly impact the national average with representation less than or equal to 3.8% and 6.6% respectively, suggesting the requirement for targeted efforts in these locations. Suppressed data in Saskatchewan, Newfoundland, and the Northwest Territories may indicate either above- or below-average representation, warranting further investigation.

#### **Analysis: Conclusion**

Continued efforts are required in locations mentioned in this analysis to increase representation in specific equity groups in specific locations.

### 3. Representation of CFMWS employment equity group workers by employment equity occupational group

This section presents the number and the degree of representation of employment equity group workers (women, Indigenous workers, workers with disabilities, and Black and racialized workers) across the 14 employment equity occupational groups (EEOG) defined in Schedule II of the [Employment Equity Regulations](#). Each table in this section includes the number and percentage of CFMWS employees who have chosen to self-identified within each group, the corresponding LMA per EEOG and the resulting representation gap, indicating overrepresentation (+) or underrepresentation (-). The LMA per EEOG was published on 24 October 2024: [Data Highlights – 2021 Canada’s National Labour Market Availability](#).

Note: The positions at CFMWS are manually assigned to an EEOG. The data presented in this report is based on the manual assignment and, due to human error, may not be an accurate representation of our workforce per EEOG. CFMWS will endeavor to clean up this data for the 2025-2026 Employment Equity Annual Report.

**Table 3.1: the representation of women by EEOG**

EEOG	Women				
	Workforce (#)	Representation (#)	Representation (%)	Target LMA (%)	Gap (%)
Senior Managers	89	54	60.7%	30.4%	+30.3%
Middle and Other Managers	532	305	57.3%	40.3%	+17.0%
Professionals	669	404	60.4%	55.0%	+5.4%
Semi-Professionals and Technicians	425	229	53.9%	55.3%	-1.4%
Supervisors	175	120	68.6%	55.3%	+13.3%
Supervisors — Crafts and Trades	7	SUPP	SUPP	10.7%	N/A
Administrative and Senior Clerical Personnel	173	144	83.2%	80.9%	+2.3%
Skilled Sales and Service Personnel	39	18	46.2%	51.5%	-5.3%

<b>Skilled Crafts and Trades Workers</b>	10	SUPP	SUPP	5.3%	N/A
<b>Clerical Personnel</b>	226	183	81.0%	65.8%	+15.2%
<b>Intermediate Sales and Service Personnel</b>	198	134	67.7%	65.9%	+1.8%
<b>Semi-Skilled Manual Workers</b>	5	SUPP	SUPP	16.2%	N/A
<b>Other Sales and Service Personnel</b>	359	223	62.1%	57.4%	+4.7%
<b>Other Manual Workers</b>	16	SUPP	SUPP	22.9%	N/A

### Analysis: the representation of women by EEOG

Due to small sample sizes, data for four EEOG were suppressed to protect employee privacy. However, analysis is possible for ten EEOG. Representation of women across EEOG is generally strong, with eight out of ten analyzed groups exceeding LMA benchmarks. Overrepresentation was observed in eight EEOG (Senior Managers, Middle and Other Managers, Professionals, Supervisors, Administrative and Senior Clerical Personnel, Clerical Personnel, Intermediate Sales and Service Personnel, and Other Sales and Service Personnel) indicating strong gender representation in leadership and administrative roles. Notably, women represent 60.7% of the senior management workforce, exceeding LMA benchmarks by 30.3 percentage points. Underrepresentation in Semi-Professionals and Technicians (–1.4%) and Skilled Sales and Service Personnel (–5.3%) suggests areas for targeted gender equity efforts, particularly in technical and frontline service roles.

**Table 3.2: the representation of Indigenous workers by EEOG**

EEOG	Indigenous workers				
	Workforce (#)	Representation (#)	Representation (%)	Target LMA (%)	Gap (%)
Senior Managers	89	SUPP	SUPP	3.2%	N/A
Middle and Other Managers	532	15	2.8%	2.9%	-0.1%
Professionals	669	18	2.7%	2.5%	+0.2%
Semi-Professionals and Technicians	425	14	3.3%	4.6%	-1.3%
Supervisors	175	13	7.4%	4.0%	+3.4%
Supervisors — Crafts and Trades	7	SUPP	SUPP	4.5%	N/A
Administrative and Senior Clerical Personnel	173	8	4.6%	3.8%	+0.8%
Skilled Sales and Service Personnel	39	SUPP	SUPP	3.7%	N/A
Skilled Crafts and Trades Workers	10	SUPP	SUPP	5.6%	N/A
Clerical Personnel	226	SUPP	SUPP	4.4%	N/A
Intermediate Sales and Service Personnel	198	9	4.6%	4.7%	-0.1%
Semi-Skilled Manual Workers	5	SUPP	SUPP	5.0%	N/A
Other Sales and Service Personnel	359	27	7.5%	5.4%	+2.1%
Other Manual Workers	16	SUPP	SUPP	6.0%	N/A

### Analysis: the representation of Indigenous workers by EEOG

Due to small sample sizes, data for seven EEOG were suppressed to protect employee privacy. Analysis is possible for seven EEOG. Overrepresentation was observed in four groups (Professionals, Supervisors, Administrative and Senior Clerical Personnel, and Other Sales and Service Personnel) indicating strong inclusion in supervisory, clerical, and service-oriented roles. Underrepresentation was observed in three groups (Middle and Other Managers, Semi-Professionals and Technicians, and Intermediate Sales and Service Personnel) with gaps ranging from 0.1% to 1.3%, suggesting modest disparities in middle management, technical, and sales-oriented positions. Data suppression in seven EEOG limits visibility into Indigenous representation in several areas, which may reflect low representation and warrant further

attention. Among the seven groups with available data, representation is mixed, with four groups showing overrepresentation and three showing modest underrepresentation.

**Table 3.3: the representation of workers with disabilities by EEOG**

EEOG	Workers with disabilities				
	Workforce (#)	Representation (#)	Representation (%)	Target LMA (%)	Gap (%)
Senior Managers	89	10	11.2%	6.7%	+4.5%
Middle and Other Managers	532	45	8.5%	12.7%	-4.2%
Professionals	669	49	7.3%	13.6%	-6.3%
Semi-Professionals and Technicians	425	29	6.8%	25.0%	-18.2%
Supervisors	175	14	8.0%	9.9%	-1.9%
Supervisors — Crafts and Trades	7	SUPP	SUPP	15.5%	N/A
Administrative and Senior Clerical Personnel	173	25	14.5%	11.6%	+2.9%
Skilled Sales and Service Personnel	39	SUPP	SUPP	13.2%	N/A
Skilled Crafts and Trades Workers	10	SUPP	SUPP	13.3%	N/A
Clerical Personnel	226	24	10.6%	10.3%	+0.3%
Intermediate Sales and Service Personnel	198	16	8.1%	13.3%	-5.2%
Semi-Skilled Manual Workers	5	SUPP	SUPP	10.3%	N/A
Other Sales and Service Personnel	359	32	8.9%	13.3%	-4.4%
Other Manual Workers	16	SUPP	SUPP	10.3%	N/A

**Analysis: the representation of workers with disabilities by EEOG**

Due to small sample sizes, data for five EEOG were suppressed to protect employee privacy. Analysis is possible for nine EEOG. Overrepresentation was observed in three groups (Senior Managers, Administrative and Senior Clerical Personnel, and Clerical Personnel) indicating representation in leadership and clerical roles. Notably, workers with disabilities represent 11.2% of senior managers, exceeding the LMA benchmark by 4.5 percentage

points. Underrepresentation was observed in six groups (Semi-Professionals and Technicians, Professionals, Intermediate Sales and Service Personnel, Other Sales and Service Personnel, Middle and Other Managers, and Supervisors), with the most significant gap in Semi-Professionals and Technicians (–18.2%), indicating potential barriers in technical and mid-level roles. These trends highlight the importance of accessible career pathways to support workers with disabilities.

**Table 3.4: the representation of Black and racialized workers by EEOG**

EEOG	Black and racialized workers				
	Workforce (#)	Representation (#)	Representation (%)	Target LMA (%)	Gap (%)
Senior Managers	89	8	9.0%	14.2%	-5.2%
Middle and Other Managers	532	62	11.7%	22.5%	-10.8%
Professionals	669	99	14.8%	29.4%	-14.6%
Semi-Professionals and Technicians	425	48	11.3%	23.9%	-12.6%
Supervisors	175	11	6.3%	34.6%	-28.3%
Supervisors — Crafts and Trades	7	SUPP	SUPP	15.0%	N/A
Administrative and Senior Clerical Personnel	173	24	13.9%	22.7%	-8.8%
Skilled Sales and Service Personnel	39	6	15.4%	31.8%	-16.4%
Skilled Crafts and Trades Workers	10	SUPP	SUPP	15.3%	N/A
Clerical Personnel	226	37	16.4%	27.3%	-10.9%
Intermediate Sales and Service Personnel	198	21	10.6%	31.6%	-20.0%
Semi-Skilled Manual Workers	5	SUPP	SUPP	25.9%	N/A
Other Sales and Service Personnel	359	27	7.5%	33.4%	-25.9%
Other Manual Workers	16	SUPP	SUPP	27.4%	N/A

### **Analysis: the representation of Black and racialized workers by EEOG**

Due to small sample sizes, data for four EEOG were suppressed to protect employee privacy. Analysis is possible for ten EEOG. Representation of Black and racialized workers across these groups reveals consistent underrepresentation relative to LMA benchmarks as no EEOG met or exceeded its LMA target. The most significant gaps were observed in Supervisors, Other Sales and Service Personnel, Intermediate Sales and Service Personnel, and Skilled Sales and Service Personnel. The consistent underrepresentation across all EEOG, particularly in Supervisors (–28.3%), Other Sales and Service Personnel (–25.9%), and Intermediate Sales and Service Personnel (–20.0%), suggests systemic barriers in service-oriented and supervisory roles. Additional gaps were noted in Professionals, Semi-Professionals and Technicians, Clerical Personnel, Middle and Other Managers, Administrative and Senior Clerical Personnel, and Senior Managers, with underrepresentation ranging from 5.2% to 14.6%. These results indicate that racialized employees are underrepresented across all levels, including leadership, professional, and administrative roles.

## 4. Representation of CFMWS employment equity group workers by salary range

This section presents the CFMWS workforce distribution by salary range, including the number and proportion of employees in each range by remuneration type and by employment equity group.

Remuneration types at CFMWS for the purpose of this report are defined as:

- Full-time salaried employees: are paid an annual salary for 1950 hours of work per year, and are not eligible for overtime (with some exceptions).
- Full-time hourly employees: depending on their collective bargaining agreement (if unionized) or in accordance with the CFMWS HR Policy (if non-unionized), full-time hourly employees are paid per hours worked, with a guaranteed minimum of 27 to 32 hours per week and are eligible for overtime.
- Part-time employees: depending on their collective bargaining agreement (if unionized) or in accordance with the CFMWS HR Policy (if non-unionized), part-time hourly employees are paid per hours worked, can work up to 27 to 32 hours per week and are eligible for overtime. Part-time salaried employees are paid an annual salary with a maximum of 1664 hours of work per year, and are not eligible for overtime (with some exceptions).

Note: The data presented below represents the salary paid to employees per the terms of their contract. The salary is only pro-rated for part-time employees. Total compensation, bonuses, overtime and other forms of compensation are not reflected in this data.

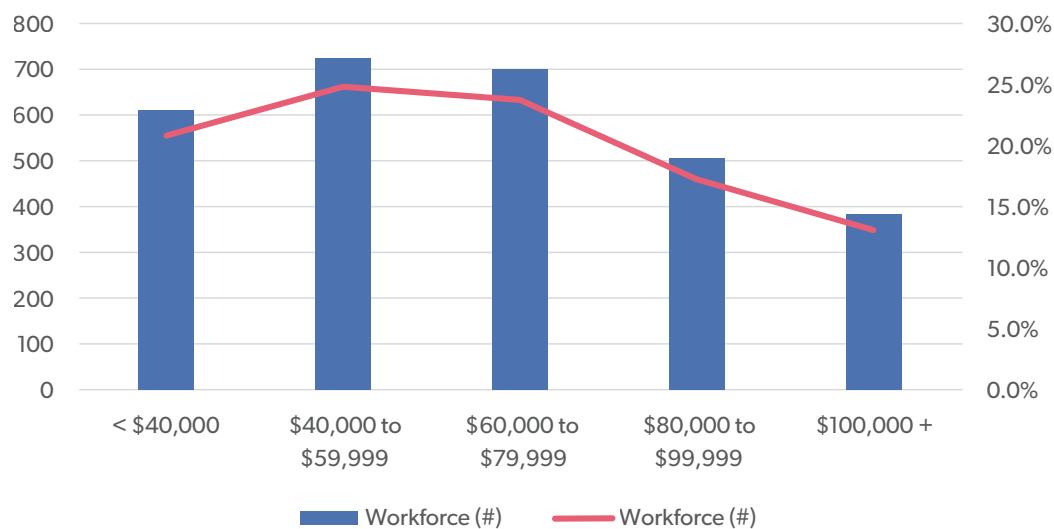
**Table 4.1: the representation of the CFMWS workforce by salary range per remuneration type**

Salary Range	Workforce		Full-time salaried		Full-time hourly		Part-Time	
	(#)	(%) <sup>10</sup>	(#)	(%) <sup>11</sup>	(#)	(%) <sup>11</sup>	(#)	(%) <sup>11</sup>
< \$40,000	611	20.9%	0	0%	81	13.3%	530	86.7%
\$40,000 to \$59,999	726	24.8%	44	6.1%	621	85.5%	61	8.4%
\$60,000 to \$79,999	695	23.8%	537	77.3%	158	22.7%	0	0%
\$80,000 to \$99,999	506	17.3%	506	100%	0	0%	0	0%
\$100,000 +	385	13.2%	385	100%	0	0%	0	0%

10. The workforce (%) is calculated by dividing the workforce (#) by the total workforce represented in table 1.1 (2923) and multiplying it by 100. For example, for the salary range <\$40,000, the workforce (%) is 611 divided by 2923 times 100.

11. The percentage of employees by remuneration type (full-time salaried, full-time hourly, and part-time) represents the percentage of the CFMWS workforce in each salary range by remuneration type. It is calculated by taking the number of employees in the salary range with a specific remuneration type divided by the workforce (#) in the same salary range times 100. For example, there are 611 CFMWS employees in the salary range of <\$40,000. Of those 611 employees, 0 are full-time salaried (0% of 611), 81 are full-time hourly (13.3% of 611), and 530 are part-time (86.7% of 611).

Fig 4.1: the distribution of CFMWS workforce by salary range



**Analysis: the representation of the CFMWS workforce by salary range per remuneration type**

An analysis of the workforce (excluding casual employees) reveals distinct patterns in remuneration type across salary ranges. The CFMWS workforce represented in this report includes full-time salaried, full-time hourly, and part-time employees, with notable differences in representation across compensation levels.

**Lower Salary Ranges (< \$40,000 and \$40,000 to \$59,999)** account for 45.7% of the workforce (20.9% plus 24.8%). The majority of employees in these ranges are part-time or full-time hourly workers. In the < \$40,000 range, 86.7% are part-time and 13.3% are full-time hourly, and in the \$40,000 to \$59,999 range, 85.5% are full-time hourly and 8.4% are part-time. Full-time salaried positions are minimal in these ranges, representing 0% of workers earning <\$40,000 and only 6.1% of workers earning between \$40,000 and \$59,999. This distribution suggests that lower salary bands are predominantly occupied by operational and support roles, which are more likely to be hourly and part-time in nature.

**Mid Salary Range (\$60,000 to \$79,999)** represent 23.8% of the workforce. A significant shift occurs here, with 77.3% of employees being full-time salaried and 22.7% being full-time hourly. No part-time employees are present in this range. This range likely includes technical, professional, and mid-level management roles, reflecting a transition toward salaried employment structures.

**Higher Salary Ranges (\$80,000 to \$99,999 and \$100,000+)** collectively account for 30.5% of the workforce (17.3% plus 13.2%). All employees in these ranges are full-time salaried, with 100% representation. No full-time hourly or part-time employees are present. This concentration of salaried employees in higher salary ranges reflects the structure of senior professional and leadership roles, which are typically exempt from overtime and compensated through fixed annual salaries.

The workforce distribution by salary range highlights a clear progression from part-time and hourly employment in lower salary bands to exclusively salaried roles in higher salary bands. This structure aligns with typical organizational hierarchies, where operational roles are more flexible and leadership roles are more stable and salaried. Understanding this distribution is essential for assessing equity in compensation and career progression across employment types.

**Table 4.2: representation of CFMWS employment equity group workers by salary range**

Salary Range	Workforce	Women		Indigenous workers		Workers with disabilities		Black and racialized workers	
	(#)	(#)	(%) <sup>12</sup>	(#)	(%) <sup>12</sup>	(#)	(%) <sup>12</sup>	(#)	(%) <sup>12</sup>
< \$40,000	611	439	71.8%	43	7.0%	52	8.5%	56	9.2%
\$40,000 to \$59,999	726	475	65.4%	27	3.7%	68	9.4%	76	10.5%
\$60,000 to \$79,999	695	426	61.3%	25	3.6%	56	8.1%	87	12.5%
\$80,000 to \$99,999	506	290	57.3%	10	2.0%	42	8.3%	81	16.0%
\$100,000 +	385	191	49.6%	8	2.1%	43	8.3%	47	12.2%
Workforce	2923	1821	62.3%	113	3.9%	250	8.6%	347	11.9%

**Table 4.3: percentage of CFMWS employment equity group workers across each salary range**

Salary Range	Workforce (%)	Women (%) <sup>13</sup>	Indigenous workers (%) <sup>13</sup>	Workers with disabilities (%) <sup>13</sup>	Black and racialized workers (%) <sup>13</sup>
< \$40,000	20.9%	24.1%	38.1%	16.1%	20.8%
\$40,000 to \$59,999	24.8%	26.1%	23.9%	21.9%	27.2%
\$60,000 to \$79,999	23.8%	23.4%	22.1%	25.1%	22.4%
\$80,000 to \$99,999	17.3%	15.9%	8.8%	23.3%	16.8%
\$100,000 +	13.2%	10.5%	7.1%	13.5%	12.8%

12. The representation (%) of employment equity group workers is demonstrated as a percentage of the workforce in that salary range and is calculated by taking the representation (#) in the salary range divided by the workforce (#) in the same salary range times 100. This shows a direct comparison between non-equity workers in that group. For example, of the 611 workers at CFMWS who earn < \$40,000, 71.8% are women and 18.2% are men (100% minus 71.8%), 7.0% have chosen to self-identify as an Indigenous workers and 93.0% have not (100% minus 7.0%), 8.5% have chosen to self-identify as workers with disabilities and 91.5% have not (100% minus 8.5%), and 9.2% have chosen to self-identify in the employment equity group of Black and racialized workers and 90.8% have not (100% minus 9.2%).
13. The representation (%) of employment equity group workers is demonstrated as a percentage of the employment equity workers belonging to that group and is calculated by taking the representation (#) in the salary range being presented from table 4.2 divided by the total number of employees who have chosen to self-identify to that employment equity group. For example, 24.1% of women employed at CFMWS earn <\$40,000 (439 divided by 1821 times 100), 26.1% of women employed at CFMWS earn between \$40,000 and \$59,999 (475 divided by 1821 times 100) and so on.

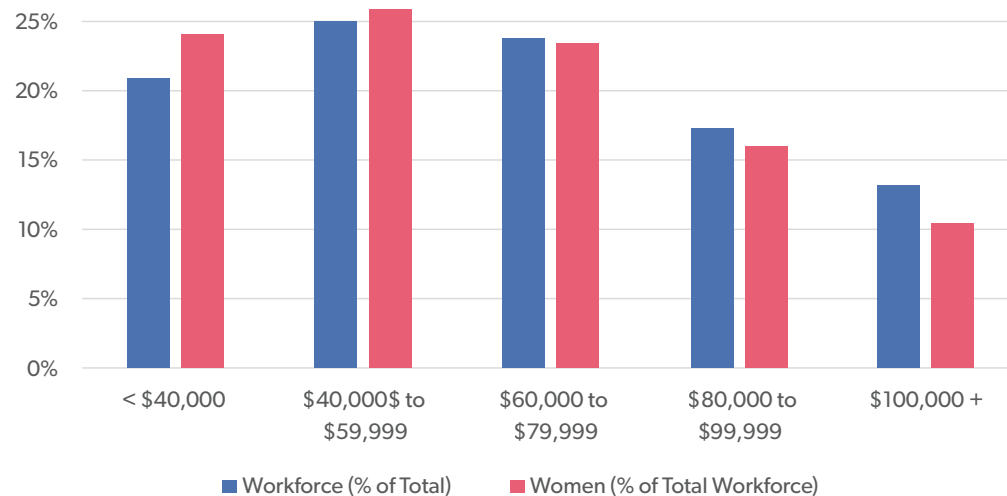
### Analysis: the representation of CFMWS employment equity group workers by salary range

An analysis of representation by salary range reveals important trends in the distribution of employment equity groups across compensation levels. The data highlights how representation shifts as salary increases, offering insight into potential barriers to advancement and areas for targeted equity efforts.

### Analysis: Women by salary range

Women are more concentrated in lower salary ranges with 50.2% of women at CFMWS earning <\$60,000 (24.1% plus 26.1%). Compared to their male counterparts, women make up 68.4% of earners in the lower salary ranges (439 plus 475 all divided by 611 plus 726 times 100). This is consistent with the finding in Table 3.1 where women dominated low pay occupations (e.g., 83% of admin and 81% of clerical personnel). Contrarily, women represent 49.6% of the highest salary range (\$100,000+). This is inconsistent with the finding in Table 3.1 where women represent 59.1% of high pay occupations: Senior Managers (60.7%), Middle and Other Managers (57.3%) and Professionals (60.4%) and is likely explained by the data provided for interpretation. CFMWS will commit to cleaning up our data for the 2025-2026 report to more accurately represent our workforce by occupational group and to allow for a more granular data analysis of remuneration by considering factors such as hours worked, total compensation and tenure.

**Fig 4.2: Women salary range compared to workforce percentage**



### Analysis: Indigenous workers by salary range

Indigenous workers are concentrated in lower salary bands, with limited representation in higher-paying roles. More specifically, 62.0% of all Indigenous workers at CFMWS earn less than \$60,000 (38.1% plus 23.9%), while 15.9% earn \$80,000 or more (8.8% plus 7.1%). Compared to non-Indigenous workers, 2.0% of employees in higher salary ranges have chosen to self-identify as an Indigenous worker (10 plus 8 all divided by 506 plus 385 times 100). This trend highlights the importance of inclusive career development and succession planning to support Indigenous advancement.

### Analysis: workers with disabilities by salary range

Representation of workers with disabilities remains relatively stable across salary ranges, ranging from 8.1% to 9.4% across all bands. This consistency suggests that workers with disabilities are present across various levels of the organization. However, the absence of growth in representation at higher salary levels may indicate barriers to advancement that should be further explored and addressed. The distribution of workers with disabilities throughout the salary ranges compared to the trends shown within the entire workforce shows greater distribution in the higher salary ranges, specifically the \$80,000 to \$99,999 salary range with 23.3% of workers with disabilities earning in this salary range, compared to 17.3% of the entire workforce earning in this salary range.

### Analysis: Black and racialized workers by salary range

Black and racialized workers gradually increase in representation as salary increases up to the \$80,000 to \$99,999 range, from 9.2% to 16.0%. However, representation declines to 12.2% in the \$100,000+ range, suggesting that while racialized employees are progressing into mid- and upper-level roles, barriers may still exist at the highest levels of compensation and leadership. The distribution of Black and racialized workers across all salary ranges follows the general trend shown within the entire workforce, with highest distribution of Black and racialized workers earning between \$40,000 and \$59,999, and the lowest percentage of the workforce earning more than \$80,000.

The chart below shows that while Black and Racialized workers follow a similar inverted U pattern to the workforce pattern observed in Fig 4.3, Indigenous workers are more skewed towards the left (heavier concentration in low-salary ranges).

**Fig 4.3 Distribution of three employment equity groups across salary ranges**



## 5. Representation of CFMWS employment equity group workers by mobility

This section presents the distribution of all employees and the representation by employment equity group per hired, promotion and termination status during the reporting period. An analysis of workforce mobility, including hiring, promotion, and termination activity, provides insight into how workers identifying as equity group members are entering, advancing within, and exiting the organization.

**Table 5.1: the representation of CFMWS employment equity group workers by mobility**

Mobility	Workforce	Women		Indigenous workers		Workers with disabilities		Black and racialized workers	
	(#)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)
Hired	726	450	62.0%	25	3.4%	41	5.6%	93	12.8%
Promoted <sup>14</sup>	53	35	66.0%	3	5.7%	1	1.9%	4	7.5%
Terminated <sup>15</sup>	656	415	63.3%	28	4.3%	43	6.6%	72	11.0%

### Analysis: Promotions

Only 53 promotions were captured in our data across the organization this reporting period, representing 1.8% of the total workforce (53 divided 2923 times 100). This small percentage of the workforce would not be significantly impactful to occupational groupings or salary ranges. The CFMWS employment equity team will take the time to revisit the way promotions are captured in our data, to assess whether this number is truly representative of all promotions for future reports.

### Analysis: the representation of women by hired and termination status

This reporting period, 35 more women joined the workforce compared to the amount who terminated their employment with CFMWS (450 minus 415). Combined with a contributing to the increased representation of women in the workforce from 61.9% last reporting period to 62.3% this reporting period as seen in table 1.4.

14. Promoted employees include all employees already employed at CFMWS who moved into another position within the organization with a higher salary band.
15. Terminated employees include all employees who left the organization during the reporting period, including voluntary.

**Analysis: the representation of Indigenous workers by hired and termination status**

This reporting period, 3 more Indigenous workers terminated their employment with CFMWS compared to the amount who joined the workforce (28 minus 25) suggesting a decrease in representation. However, table 1.4 shows an increase in representation of Indigenous workers from 3.8% last reporting period, up to 3.9% this reporting period. This increase in representation despite the difference in hiring/termination is likely explained by the error made last year in the 800 additional employees who were included in our analysis.

**Analysis: the representation of workers with disabilities by hired and termination status**

This reporting period, 2 more workers with disabilities terminated their employment with CFMWS compared to the amount who joined the workforce (43 minus 41) suggesting a decrease in representation. However, table 1.4 shows an increase in representation of workers with disabilities from 8.0% last reporting period, up to 8.6% this reporting period. This increase in representation despite the difference in hiring/termination is likely explained by the error made last year in the 800 additional employees who were included in our analysis.

**Analysis: the representation of Black and racialized workers by hired and termination status**

This reporting period, 21 more Black and racialized workers joined the workforce compared to the amount who terminated their employment with CFMWS (93 minus 72), contributing to the increased representation of Black and racialized workers in the workforce from 10.8% last reporting period to 11.9% this reporting period as seen in table 1.4.

# Principal measures

In the 2024–2025 fiscal year, CFMWS focused its efforts on equity pre-planning and strategic development of the Employment Equity Action Plan. This included a comprehensive analysis of workforce data spanning the past three fiscal years and multi-level consultations across the organization to ensure the plan is intentional, inclusive, and actionable.

The principal measures to enhance employment equity over the next three fiscal years at CFMWS are outlined in the [2025-2028 CFMWS Employment Equity Action Plan](#).

# Consultations

Employment equity consultations were conducted between October 2024 and March 2025, with engagements across all levels of the organization. These consultations included:

- Strategic partnership consultations (three months) to identify organizational commitments toward employment equity;
- Senior leadership and executive briefings to align equity priorities with broader organizational goals;
- Employee and union representative consultations (three weeks) to gather insights on additional measures and employee expectations.

These consultations directly informed the development of the 2025-2028 Employment Equity Action Plan. The first priority area focuses on strengthening feedback mechanisms, enabling employees and candidates to continuously share input that informs ongoing equity efforts.

# Concluding Remarks

CFMWS remains committed to fostering an inclusive and equitable workplace. The 2024-2025 Employment Equity Annual Report highlights our progress and areas for continued improvement. Through strategic planning and ongoing consultation, we aim to build a workforce that truly reflects the diversity of Canada.