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2025/2026 Views of the Canadian Armed Forces (CAF): Recruitment Study

Research report

Prepared for the Department of National Defence

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January 2026

This public opinion research report presents the results of an online survey of Canadians conducted by Earnscliffe Strategy Group on behalf of the Department of National Defence (DND). The quantitative research was conducted from October 31 to November 17, 2025, and the qualitative research was conducted from December 1 to 10, 2025.

Cette publication est aussi disponible en français sous le titre : *Opinions à l'égard des Forces armées canadiennes (FAC) : étude sur le recrutement 2025-2026*.

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Executive summary

Earnscliffe Strategy Group (Earnscliffe) is pleased to present this report to the Department of National Defence (DND) summarizing the results of quantitative and qualitative research aimed at better understanding the views, perceptions and opinions of the Canadian Armed Forces (CAF) as an employer among individuals 18-34 years old.

Introduction and objectives

Every year, the CAF is required to enrol Regular Force (full-time) and Reserve Force (part-time) members to fulfill the Strategic Intake Plan of the Canadian Forces Recruiting Group (CFRG).

The CAF competes with other Canadian employers for top quality applicants, and a highly competitive job market has posed significant challenges for the CAF recruitment initiatives.

This study will contribute to Our North, Strong and Free: A Renewed Vision for Canada's Defence by providing a better understanding of the views and awareness of the CAF recruitment target audiences, providing insight into discussions around the CAF as an employer as well as potential barriers to recruitment. This study will also inform the Chief of Defence Staff (CDS) Directive on CAF Reconstitution that includes Recruitment and Retention. The findings from this study will be used to:

- Inform decision-making, particularly for future recruitment campaign strategies
- Inform communication strategies and messaging
- Identify potential barriers to recruitment
- Improve communications with CAF recruitment target audiences

The main objective of the research is to examine the views of the CAF recruitment target audience, specifically adults 18-34. This will necessarily include Canadian citizens, permanent residents, women, Indigenous Peoples, visible minorities and Northern Canadians. The feedback will assist in the improvement and development of future CAF recruitment efforts.

The total contract value of the multi-phased project was \$223,900.71 including HST.

Methodology

To meet the research objectives, Earnscliffe conducted a two-phased research project: a quantitative phase (online survey) followed by a qualitative phase (online focus groups). The methodology was designed to ensure inclusion of a key target audience, which is adults 18-34 years of age. However, each phase of the project had a unique approach to sampling to ensure some unique additional specifications are met around residency in Canada, and proximity to a CAF facility (i.e., base, wing, or Royal Military College).

The first phase of the study consisted of a quantitative online national survey of 4,050 Canadian adults (i.e. general population) between the ages of 18 and 34. The final sample included 973 Canadians aged 18-24 and 3,077 Canadians aged 25-34. The online survey was conducted using Leger's opt-in panel between October 31st and November 17th, 2025. The online survey was completed in either English or French and took an average of 13 minutes to complete.

Respondents for the online survey were selected from among those who have volunteered to participate in online surveys through an opt-in panel. The data was weighted by age, gender and region to reflect the demographic composition of the Canadian population aged 18-34. The treatment here of the non-probability sample is aligned with the Standards for the Conduct of Government of Canada Public Opinion Research - Online Surveys. Appendix A provides full details on the survey methodology and Appendix C provides the survey instrument used.

The second phase of the research was qualitative and involved a series of twelve online groups conducted between December 1 and December 10, 2025. The focus groups were conducted with young adults 18-34 years of age. The groups were organized based on region, age, official language and proximity to a CAF facility (i.e., base, wing, or RMC campus). Three groups were conducted among 18-24-year olds who do not live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English); 3 groups with 18-24-year olds who live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English); 3 groups of 25-34-year olds who do not live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English); and 3 groups of 25-34-year olds who live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English).

Participants were scheduled in groups based on their geographic location, to accommodate time zone differences, and language. Those who expressed preference to attend a group in another language were invited to participate in a different group that fit their language and time zone preferences.

The focus groups were 90 minutes to 2 hours in length, conducted online using the Zoom meetings platform, with between six (6) and eight (8) participants in each session. Participants were asked for verbal consent for all sessions to be recorded. To encourage full participation, participants were given an honorarium of \$150. Arrangements were made to permit Government of Canada staff to observe all sessions virtually.

It is important to note that qualitative research is a form of scientific, social, policy and public opinion research. Focus group and interview research is not designed to help a group reach a consensus or to make decisions, but rather to elicit the full range of ideas, attitudes, experiences, and opinions of a selected sample of participants on a defined topic. Because of the small numbers involved the participants cannot be expected to be thoroughly representative in a statistical sense of the larger population from which they are drawn, and findings cannot reliably be generalized beyond their number.

Key findings of this research are presented below:

Quantitative findings

- Young adults report navigating a dynamic career environment, with many actively considering change or further education. Nearly one-third (31%) indicate plans to change careers within the next five years, and a quarter (25%) anticipate continuing or returning to post-secondary education.
- Career priorities are pragmatic and consistent across age groups, with good pay (49%) and work-life balance (34%) cited most often as top considerations, followed by job security (22%) and rewarding work (20%).
- Career advice is strongly shaped by close personal networks. Parents and grandparents (52%) are the most frequently cited sources of career guidance, followed by friends (45%) and spouses or partners (39%), underscoring the influence of trusted interpersonal relationships in career decision-making.
- Overall familiarity with the CAF is limited. Only a small proportion (12%) of respondents describe themselves as very familiar with the organization, while roughly half (48%) indicate they are either not very or not at all familiar. Familiarity is higher among those living near CAF facilities, though remains moderate overall.
- Despite low familiarity, impressions of the CAF are largely positive. Among those with at least some familiarity, approximately four in five (79%) hold a positive overall impression. Negative impressions are held by a small minority (14%), suggesting that limited knowledge does not translate into widespread negativity.
- Respondents perceive a gap between how interested young Canadians currently are in joining the CAF and how interested they believe they should be. Fewer than four in ten (37%) believe young people are interested in joining, while a clear majority (57%) feel that young Canadians should be interested. This pattern suggests perceived under-engagement rather than active opposition.
- Support for others joining the CAF is moderate. While most respondents indicate they would be at least somewhat supportive (72% likely to somewhat or strongly support the decision) of a friend or relative considering a CAF career, strong support itself is less common (30%).
- Current likelihood of personally considering a CAF career is modest. Roughly three in ten respondents (30%) indicate they are very or somewhat likely to consider joining themselves, while two-thirds (66%) say they are unlikely to do so. Interest is higher among those living near a CAF facility (37%) and among those aged 25-34 (31%) compared to those aged 18-24 (27%), though differences are moderate.
- Importantly, interest increases substantially when respondents are asked to consider whether they would apply if a CAF career aligned with their field of interest. Under this scenario, more than half (53%) indicate they would be very or somewhat likely to consider applying, suggesting that perceived relevance of occupations plays a significant role in consideration.

- The CAF Reserves are viewed more favourably than full-time service by some respondents. Over four in ten (41%) indicate they would be likely to consider applying to the Reserves.
- While paid education is not a leading factor when it comes to selecting a career, it does seem to hold some sway over whether young Canadians would consider a career in the CAF specifically: two-thirds (66%) say the paid education program is appealing to them.
- The most compelling reasons to consider a CAF career are practical and financial. Paid education and training (21%), serving the country (18%), compensation improvements (16%), health benefits (14%), and long-term stability (14%) rank highest. These motivators align closely with respondents' stated career priorities.
- Barriers to consideration are primarily lifestyle- and risk-related rather than financial. The most frequently cited deterrents include being away from home and family (25%), exposure to danger (25%), the possibility of combat (22%), frequent relocation (17%), and concerns related to work-life balance (14%) and family life (15%). Salary and benefits are cited relatively infrequently (7%) as reasons not to consider joining.
- When asked to weigh benefits against drawbacks overall, opinions are divided. While a plurality (42%) feel the drawbacks outweigh the benefits, strong views are uncommon, and a sizable proportion remain unsure (15%), indicating room for persuasion.
- Awareness of recent CAF compensation and benefits enhancements is low, with fewer than one-third (28%) recalling such announcements. However, when informed, respondents react positively - more than half (55%) say these improvements make a CAF career more attractive, and a similar proportion (63%) express support for the policy overall.
- Across a range of benefits – including paid education (60%), competitive salary (60%), pension (60%), health coverage (58%), parental leave (60%), and vacation (57%) – roughly six in ten respondents say these would make them more likely to consider a CAF career. These effects are particularly pronounced among those living near a CAF facility.
- When seeking information about CAF careers, respondents most commonly cite official government websites (55%), followed by social media (23%), job boards (19%), and career fairs (18%).
- Messages emphasizing competitive pay and benefits (46%), skills training and career pathways (35%), opportunities for travel (33%), personal growth (32%), and service to Canada (30%) are most likely to capture attention.

Qualitative findings

- Across groups, young adults described a cautious outlook on their future, shaped by geopolitical and economic uncertainty, though many emphasized a personal preference to remain optimistic about their personal futures.

- Practical considerations such as stability, competitive pay and benefits, work-life balance, and opportunities for growth emerged as top career priorities, alongside flexibility, supportive work environments, and alignment with personal interests or areas of study.
- Awareness of the CAF was generally low, and the organization was often described as closed-off, with limited visibility into day-to-day roles or activities.
- Impressions were largely shaped by media portrayals and stereotypes, most commonly centred on soldiers and combat roles. Despite this, perceptions of those who serve were generally positive and respectful.
- Some participants also expressed broader concerns that Canada's military is underfunded, outdated, or less capable than allied forces such as the United States, and a few referenced concerns about internal culture based on second-hand stories or media coverage.
- Even with limited overall knowledge, many participants recognized or assumed that the CAF includes a range of non-combat roles (e.g., mechanics, medics, engineers, IT, logistics, chefs), though this awareness tended to be general rather than detailed.
- Initial interest in CAF careers was modest, though a few participants mentioned having considered it in the past.
- As participants were provided with additional information, many became more open to the idea of a CAF career, particularly after learning about the breadth of occupations, paid education funding, job stability, benefits, and paid training opportunities.
- Overall, the CAF was viewed as aligning well with several qualities young adults prioritize – including stability, competitive salary and benefits, skills development, and advancement. At the same time, participants identified meaningful trade-offs, particularly concerns related to deployment risk, mobility requirements, impacts on family life, and the inherent risks associated with military service, including combat and personal safety.
- When specific opportunities were introduced, the overall benefits package was appealing though some felt it was comparable to civilian public sector roles. The recent salary increase was generally well-received and viewed as a positive sign of modernization and investment, particularly for retention. The Reserve Force was appealing to those who viewed it as a flexible, low-commitment, way to build skills, serve, and earn income. Paid education stood out as one of the most compelling incentives, especially with 18-24-year-olds, who saw it as a meaningful way to reduce education costs while securing post-graduation employment.
- A few participants recalled having seen CAF advertising, most often online recruitment ads featuring action-oriented imagery that emphasized physical capability and combat-leaning roles.
- Participants overwhelmingly preferred to encounter CAF information through digital and social platforms they use daily, and also suggested campus outreach, job-seeker platforms, community events, and partnerships with schools as effective ways to increase visibility.

- Participants were exposed to one of two campaigns: Priority Occupations (Sector videos) and Occupation advertisements (Creative Armour Soldier). Across groups, perceptions generally shifted more favourably after exposure to campaign elements, particularly among younger participants (those 18-24 years of age).
- Reactions to the Priority Occupations (Sector videos) campaign were mixed to moderately positive. Participants understood the intent of the campaign – to highlight in-demand roles – and appreciated the naming of specific occupations and the depiction of varied work environments. However, many felt the executions did not clearly communicate what the jobs involved or why they should care, and that the concepts tended to reinforce soldier-centric and combat-focussed stereotypes. The static executions were generally preferred, as they felt more personal, inviting, and visually inclusive, though participants wanted to see more of the people behind the roles.
- The Occupation advertisements (Creative Armour Soldier) was generally better received, particularly the Walk and Talk video, which was seen as engaging, believable, and genuinely informative. Seeing real CAF members describe their roles helped demystify CAF careers and reduced perceptions of secrecy. Reactions to the Hook video were mixed, with some finding it engaging and others describing it as generic and video-game like. The Introduction video was viewed more positively than the Hook, though some felt its focus on a single role limited what it conveyed about broader CAF careers.
- Across the Occupation advertisements (Creative Armour Soldier), participants responded most positively to the authenticity of real members, the day-in-the-life approach, the grounded tone, and the human connection created by first-person storytelling. Participants generally preferred minimal, understated music and strongly valued on-screen text to reinforce key information.

Contract details and neutrality certificate

Research firm: Earnscliffe Strategy Group (Earnscliffe)
Contract number: CW2411909
Contract value: \$223,900.71
Contract award date: August 1, 2025

I hereby certify as a representative of Earnscliffe Strategy Group that the final deliverables fully comply with the Government of Canada political neutrality requirements outlined in the Communications Policy of the Government of Canada and Procedures for Planning and Contracting Public Opinion Research. Specifically, the deliverables do not include information on electoral voting intentions, political party preferences, standings with the electorate or ratings of the performance of a political party or its leaders.

Signed:

Date: January 30, 2026



Stephanie Constable, Principal

Introduction

Earnscliffe Strategy Group (Earnscliffe) is pleased to present this report to the Department of National Defence (DND) summarizing the results of quantitative and qualitative research aimed at better understanding the views, perceptions and opinions of the Canadian Armed Forces (CAF) as an employer among individuals 18-34 years old.

Every year, the CAF is required to enrol Regular Force (full-time) and Reserve Force (part-time) members to fulfill the Strategic Intake Plan of the Canadian Forces Recruiting Group (CFRG). The CAF competes with other Canadian employers for top quality applicants, and a highly competitive job market has posed significant challenges for the CAF recruitment initiatives.

Promoting the CAF as a first-class, professional employer is complex given that the decision to enroll in the military requires extended personal evaluation, both emotional and rational. The CAF awareness component is the main pillar of the recruitment campaign and to ensure its impact, it must connect with Canadians.

This study will contribute to Our North, Strong and Free: A Renewed Vision for Canada's Defence by providing a better understanding of the views and awareness of the CAF recruitment target audiences, providing insight into discussions around the CAF as an employer as well as potential barriers to recruitment. This study will also inform the Chief of Defence Staff (CDS) Directive on CAF Reconstitution that includes Recruitment and Retention. The findings from this study will be used to:

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The detailed findings from this research are presented in subsequent sections of this report. Appended to this report are the research instruments and data tables (presented under a separate cover).

About this report

The following report presents the analysis of the quantitative and qualitative research to better understand awareness and the views of young Canadians (18-34), providing insight into discussions around the CAF as an employer. The results of each phase of research are presented beginning with the quantitative results which provides an understanding of young Canadians' (18-34) awareness, impressions, and intentions; followed by the qualitative results which provides the nuance to understand what and how those views are informed.

The term “respondent” and present tense is used when quantitative (survey) results are discussed, and “participant” and past tense when qualitative (focus group) results are discussed.

In this report, quantitative results are shown for all respondents (young Canadians 18-34), and broken down into comparison subgroups based on two criteria:

1. Age: 18-24 years of age and 25-34 years of age;
2. Live near a CAF facility (Yes or No): Based on the question “To the best of your knowledge, do you live within 100km of a Canadian Armed Forces base, wing, or Royal Military College?”

The results from young Canadians (18-34) are compared, where relevant, to the results of career influencers, the target audience for the *2024-25 Views of the CAF Recruitment Study*. The term ‘career influencers’ used throughout, refers to adults who have career influence on young Canadians (aged 10 to 24 years), including parents/guardians, caregivers (babysitters/family members), coaches, camp counselors, teachers and guidance counselors.

Unless otherwise noted, highlighted differences between sub-groups are statistically significant at the 95% confidence level. The statistical test used to determine the significance of the results was the Z-test. Due to rounding, results may not add to 100%. The response options “Don’t know” and “Prefer not to respond” are denoted by DK/NR.

Tables for some survey questions have been truncated for length and readability of the report. This is indicated below the tables, along with the threshold used. Complete data for each question with all response categories are included in the data tables (under a separate cover).

Details about the survey design, methodology, sampling approach, and weighting of the results may be found in the quantitative methodology report in Appendix A. Details about the qualitative methodology can be found in Appendix B. Appended data tables (under a separate cover) provide results of findings across a much broader range of demographics and attitudes.

Detailed quantitative findings

Section A: Outlook on career prospects

To better understand the current career goals and motivations of young adults (18-34) in Canada today, the survey included a series of questions regarding education and field of study, current and preferred career field and the most important factors to consider when it comes to picking a career. The full details are outlined in the tables below.

Notable findings regarding the educational and professional profile of respondents surveyed include the following:

- Roughly two-thirds (62%) are currently employed full-time, while 16% work part-time and 4% are self-employed. Of this group, two-in-three (67%) say they are currently employed in their preferred career choice/profession. Respondents 18-24 are less likely to be employed in their preferred career choice/profession (54%) than those 25-34 (71%).
- Healthcare (16%) and IT (13%) are the most common career fields among respondents who are working.
- Among those not currently working, healthcare (13%) is the field the greatest percentage are interested in.
- Among those currently in school, the most common areas of study are health and life sciences (20%), followed by business (13%), arts (12%) and engineering (12%).
- About a third (31%) say that in the next few years, they would like to change careers. One quarter (25%) want to finish schooling while 14% want to return to school.

Exhibit A1 – Q6: Which of the following best describes your current employment status? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Working full-time, that is, 30 or more hours per week | 62% | 35% | 70% | 68% | 63% |
| Working part-time, that is, less than 30 hours per week | 16% | 31% | 11% | 13% | 16% |
| Self-employed or doing unpaid work for a family member's business or farm | 4% | 3% | 4% | 4% | 4% |
| Unemployed, that is, looking for work, temporarily laid off, or starting a new job with a month | 8% | 11% | 7% | 5% | 8% |
| Not in the workforce, that is, not available or not able to do paid work due to school, family responsibilities, disability or retirement, for example | 10% | 18% | 7% | 10% | 8% |
| Prefer not to answer | 1% | 2% | 1% | 0% | 1% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Exhibit A2 – Q7: [If working full-time, part-time, or self-employed, ask:] Are you employed in the career field you find most interesting? That is, are you employed in your preferred career choice/profession? Base: Those working full-time, part-time or self-employed

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|-------------|-------|-------|-------|--------------------------|---------------------------------|
| Yes | 67% | 54% | 71% | 71% | 70% |
| No | 33% | 46% | 29% | 29% | 30% |
| Sample size | 3284 | 669 | 2615 | 1236 | 1052 |

Exhibit A3 – Q8: Which career field are you in? Base: Those employed in their preferred career choice/profession

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Healthcare | 16% | 18% | 16% | 16% | 15% |
| Information technology | 13% | 8% | 14% | 16% | 14% |
| Education | 9% | 9% | 9% | 8% | 8% |
| Banking/Finance | 7% | 6% | 7% | 7% | 8% |
| Skilled trades | 5% | 4% | 6% | 6% | 6% |
| Retail or service industry | 5% | 10% | 4% | 5% | 6% |
| Engineering | 5% | 7% | 5% | 5% | 4% |
| Manufacturing | 4% | 3% | 4% | 4% | 5% |
| Entrepreneur/Business | 4% | 4% | 4% | 4% | 4% |
| Public service/Government | 3% | 2% | 4% | 4% | 3% |
| Legal profession | 2% | 3% | 2% | 2% | 2% |
| Sports/Entertainment | 2% | 2% | 2% | 2% | 3% |
| Marketing/Advertising/Media | 2% | 3% | 2% | 2% | 2% |
| Research and development | 2% | 1% | 2% | 2% | 2% |
| Travel and tourism | 2% | 3% | 2% | 2% | 2% |
| Architecture | 1% | 1% | 1% | 1% | 1% |
| Police/Law enforcement | 1% | 1% | 1% | 2% | 1% |
| Distribution | 1% | 1% | 1% | 1% | 1% |
| Mining | 1% | 0% | 1% | 0% | 1% |
| Other | 13% | 11% | 13% | 10% | 13% |
| Don't know/Prefer not to answer | 1% | 2% | 1% | 0% | 1% |
| Sample size | 2210 | 359 | 1851 | 875 | 736 |

Exhibit A4 – Q9: Which one of the following career fields do you find most interesting? Base: Those not employed in their preferred career choice/profession

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Healthcare | 13% | 17% | 10% | 14% | 12% |
| Education | 7% | 8% | 6% | 7% | 7% |
| Information technology | 7% | 5% | 8% | 7% | 7% |
| Sports/Entertainment | 6% | 5% | 7% | 7% | 6% |
| Entrepreneur/Business | 6% | 7% | 6% | 7% | 5% |
| Travel and tourism | 5% | 4% | 6% | 4% | 6% |
| Banking/Finance | 5% | 4% | 5% | 4% | 5% |
| Engineering | 4% | 6% | 4% | 5% | 5% |
| Skilled trades | 4% | 4% | 4% | 4% | 4% |
| Marketing/Advertising/Media | 4% | 4% | 3% | 4% | 4% |
| Research and development | 4% | 3% | 4% | 3% | 3% |
| Legal profession | 3% | 5% | 2% | 4% | 2% |
| Retail or service industry | 3% | 2% | 3% | 3% | 4% |
| Public service/Government | 3% | 3% | 3% | 4% | 2% |
| Police/Law enforcement | 1% | 1% | 1% | 2% | 1% |
| Manufacturing | 1% | 0% | 1% | 1% | 1% |
| Military | 1% | 0% | 1% | 2% | 1% |
| Architecture | 1% | 0% | 1% | 1% | 1% |
| Mining | 1% | 0% | 1% | 0% | 1% |
| Distribution | 0% | 1% | 0% | 0% | 1% |
| Other | 12% | 12% | 12% | 10% | 13% |
| Don't know/Prefer not to answer | 10% | 7% | 12% | 6% | 12% |
| Sample size | 1858 | 620 | 1238 | 582 | 536 |

Exhibit A5 – Q11: Which field of study are you in? Base: Those who are college/technical, vocational institute or university students

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Health and life sciences | 20% | 19% | 22% | 18% | 26% |
| Business, Management & Economics | 13% | 12% | 17% | 18% | 4% |
| Arts, Humanities, and Social Sciences | 12% | 11% | 15% | 17% | 6% |
| Engineering and Applied Sciences | 12% | 13% | 10% | 6% | 20% |
| Science and Mathematics | 8% | 10% | 3% | 5% | 6% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Education and teaching | 7% | 6% | 10% | 7% | 10% |
| Technology and Computer Science | 6% | 7% | 3% | 4% | 2% |
| Law, Policy and Public Administration | 5% | 7% | 2% | 9% | 4% |
| Fine Arts, Design and Media | 3% | 3% | 3% | 4% | 6% |
| Skilled trades | 2% | 3% | 2% | 4% | 2% |
| Environmental and Agricultural Studies | 1% | 1% | 2% | 1% | 0% |
| Hospitality, Tourism and Service | 0% | 1% | 0% | 1% | 0% |
| Other | 8% | 8% | 8% | 5% | 14% |
| Don't know/Prefer not to answer | 1% | 0% | 3% | 1% | 0% |
| Sample size | 203 | 143 | 60 | 82 | 50 |

Exhibit A6 – Q12: In the next five years, do you plan on or are you thinking about changing careers, continuing your schooling, or going back to school? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Yes, change careers | 31% | 27% | 32% | 33% | 31% |
| Yes, continue schooling | 25% | 44% | 18% | 28% | 23% |
| Yes, go back to school | 14% | 14% | 15% | 14% | 13% |
| None of the above | 32% | 17% | 36% | 31% | 36% |
| Don't know/Prefer not to answer | 9% | 9% | 9% | 7% | 7% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

When asked unprompted about the three most important things respondents prioritize when deciding which kind of career to pursue, income, salary and making money (56%) is by far the most often mentioned. Additional demographic groups who are most likely to mention income/salary include:

- Chinese (62%) respondents
- British Columbians (61%) and Quebecers (59%)

Rewarding work was the next most mentioned factor at 39%, notably more often mentioned by young adults 18-24 (43%), and even more often among those 18-19 (51%) compared to those 25-34 (38%). Other demographic groups more likely to prioritize rewarding work include:

- Atlantic Canadians (51%)
- Those who identify as 2SLGBTQ+ (48%)
- Black (44%) and white (43%) respondents

Practical and lifestyle considerations form the next tier of importance: work-life balance (15%), a positive working environment (14%) and job security or long term sustainability (13%). Note that

respondents aged 25-34, those who live near a CAF facility, and those who are employed full-time are more likely to prioritize work-life balance (17% respectively).

Respondents who are more open to a career in the CAF prioritize good pay and rewarding work, and they place even more importance on the opportunity for promotion and advancement (13%) than those who are less likely to consider a career in the CAF.

Exhibit A7 – Q13 [all mentions]: Please tell us the three most important things you consider/prioritize when deciding which kind of career to pursue. Base: All respondents. Note categories <1% not shown.

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Good income / salary / make money | 56% | 54% | 56% | 57% | 53% |
| Rewarding work / enjoyment / passion / interest / good at | 39% | 43% | 38% | 40% | 37% |
| Work-life balance | 15% | 11% | 17% | 17% | 14% |
| Positive work environment / good working conditions | 14% | 14% | 14% | 15% | 14% |
| Job security/longevity/sustainability | 13% | 12% | 13% | 12% | 13% |
| Flexible work environment/schedule | 9% | 6% | 10% | 10% | 9% |
| Opportunity for promotion and advancement | 8% | 6% | 9% | 8% | 9% |
| Benefits (health insurance, drug plan, vacations, etc.) | 8% | 5% | 8% | 8% | 7% |
| Good job location / would/or not require moving far away for the job | 7% | 6% | 8% | 7% | 8% |
| Good job opportunities in that field | 7% | 7% | 7% | 7% | 7% |
| Challenges / performance / dare to take risks/more responsibilities | 6% | 6% | 6% | 8% | 5% |
| Be flexible / adaptable | 5% | 3% | 6% | 5% | 4% |
| Good/versatile skills/aptitudes/capacity | 5% | 6% | 4% | 4% | 4% |
| Good/interesting career/field choices (various) | 4% | 4% | 5% | 5% | 5% |
| Good education/training / continued learning | 3% | 3% | 3% | 2% | 3% |
| Work and organization is aligned with their personal values and beliefs | 2% | 2% | 2% | 2% | 1% |
| Have an appropriate/positive attitude/behaviour/work hard/persevere | 1% | 1% | 1% | 1% | 1% |
| Benefits society | 1% | 1% | 1% | 1% | 0% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Good pension plan | 1% | 1% | 1% | 1% | 0% |
| Having a career plan / setting goals / taking time to think about what you want/need / talk to people in the field | 1% | 0% | 1% | 1% | 1% |
| Innovation / high technology / AI | 1% | 0% | 1% | 1% | 1% |
| Other | 10% | 10% | 9% | 11% | 10% |
| None / Nothing | 31% | 35% | 29% | 26% | 34% |
| Don't know/Prefer not to answer | 4% | 4% | 4% | 5% | 4% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

When asked about the most important aspects of a career but prompted with a list of factors, respondents gravitate towards the same responses they mention when asked unprompted: good pay (49%), work-life balance (34%), job security (22%) and rewarding work (16%). Notably, work-life balance is a greater priority for those aged 25-34 (35%) compared to those 18-24 (28%). The 18-24 years-of-age group are more likely to prioritize rewarding work (24%) than those 25-34 (18%).

Although the CAF must ensure prospective recruits understand its pay structure, emphasize job security and address concerns related to work-life balance, several other elements are particularly important to those more inclined to consider a CAF career. Good pay (39%) and work-life balance (27%) remain top priorities but are selected somewhat less often among likely recruits. Conversely, opportunity for advancement (13%), free job training (8%), adventure (7%), competitive vacation benefits (6%), an equal-opportunity employer (6%) and the flexibility to change careers (6%) carry greater weight for those likely to join than for those unlikely to consider a CAF career.

The career priorities identified by young adults (18-34) align closely with those ranked by career influencers (as noted in the introduction from the 2024-25 recruitment study). Career influencers (2024-25) prioritized good pay (32%) and work-life balance (32%), followed by job security (25%), opportunities in that field (24%) and rewarding work (22%). The key divergence is that career influencers in 2024-25 rated health benefits (20%) higher than young adults (18-34) did in this study (2025-26) (11%).

Exhibit A8 – Q14: From the list below, please identify up to three things that you think are of greatest importance when thinking about your career options. Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Good pay | 49% | 48% | 49% | 48% | 47% |
| Work-life balance | 34% | 28% | 35% | 33% | 32% |
| Job security | 22% | 23% | 22% | 22% | 20% |
| Rewarding work | 20% | 24% | 18% | 21% | 19% |
| Positive work environment | 16% | 16% | 16% | 16% | 15% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Freedom and flexibility | 16% | 15% | 16% | 16% | 15% |
| Flexible work environment | 13% | 13% | 14% | 12% | 15% |
| Comprehensive health benefits | 11% | 9% | 12% | 13% | 10% |
| Job/career opportunities in that field | 11% | 12% | 11% | 11% | 10% |
| Opportunity for promotion and advancement | 10% | 8% | 10% | 11% | 10% |
| Intellectually challenging | 9% | 10% | 9% | 11% | 9% |
| Aligned with personal values and beliefs | 9% | 10% | 9% | 11% | 9% |
| Pension | 9% | 7% | 9% | 10% | 9% |
| Would not require moving far away for the job | 7% | 7% | 7% | 7% | 8% |
| Free job training, often on full-time salary | 6% | 7% | 6% | 5% | 6% |
| Adventure, for example, offers opportunity to travel | 5% | 6% | 5% | 6% | 5% |
| Competitive vacation benefits | 5% | 3% | 5% | 5% | 5% |
| Prestige/Well-respected | 5% | 6% | 4% | 5% | 5% |
| Equal opportunity employer | 4% | 5% | 4% | 4% | 5% |
| Flexibility to change careers | 4% | 4% | 4% | 4% | 5% |
| Hard to get into | 3% | 4% | 3% | 4% | 3% |
| Paid university education while on full-time salary | 3% | 3% | 3% | 3% | 3% |
| Mentorship | 3% | 3% | 3% | 3% | 3% |
| Physically challenging | 3% | 3% | 2% | 3% | 3% |
| Robust application/interview process | 2% | 2% | 1% | 2% | 2% |
| Other (specify) | 0% | 0% | 0% | 0% | 0% |
| None of the above | 1% | 1% | 1% | 1% | 1% |
| Don't know/Prefer not to answer | 1% | 1% | 1% | 0% | 1% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Interpersonal connections weigh heavily on career decisions: the most influential people respondents would consult for career advice are parents/grandparents (52%, and as high as 62% among those 18-24). Among ages 18-34, friends (45%) and spouses or significant others (39%) follow. A quarter would consult siblings (25%) or teachers/professors (24%, rising to 36% among those 18-24).

Exhibit A9 – Q15: The following are a list of people who may offer career advice. Please select those with whom you have consulted or would consult for career advice. Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Parent/Grandparent | 52% | 62% | 49% | 54% | 48% |
| Friend | 45% | 46% | 44% | 48% | 40% |
| Spouse or significant other | 39% | 24% | 43% | 42% | 37% |
| Sibling | 25% | 28% | 25% | 25% | 27% |
| Teacher/Professor | 24% | 36% | 21% | 25% | 22% |
| Guidance/Career counsellor | 21% | 26% | 20% | 22% | 20% |
| Extended family (aunt, uncle, cousin) | 16% | 21% | 15% | 18% | 14% |
| Supervisor/Manager | 15% | 11% | 16% | 16% | 15% |
| Program instructor | 6% | 7% | 6% | 7% | 7% |
| Coach | 5% | 5% | 5% | 6% | 7% |
| Influencer/Online content creator | 4% | 5% | 4% | 4% | 5% |
| School Principal/Vice-Principal | 3% | 4% | 3% | 3% | 4% |
| Pastor/Priest | 3% | 3% | 3% | 2% | 4% |
| Camp counsellor | 1% | 3% | 1% | 2% | 2% |
| Other | 4% | 3% | 4% | 3% | 3% |
| Don't know/Prefer not to answer | 7% | 6% | 8% | 6% | 7% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Section B: Familiarity with and impressions of the CAF

Respondents are generally not well acquainted with the CAF – only 12% report being very familiar and 39% somewhat familiar – yet overall impressions remain positive (78%), indicating that lower familiarity has not adversely affected the CAF's reputation. Familiarity is somewhat lower among those aged 18-24 (46% very + somewhat) than among those 25-34 (52% very + somewhat), highlighting an opportunity for increased education and outreach to the younger cohort. Respondents living near a CAF facility demonstrate higher familiarity (61% very + somewhat) than those who do not (53% very + somewhat) and they are also more likely to hold very positive impressions of the CAF (29%) compared to those who do not live near a CAF facility (25%).

Other notable respondent differences in terms of familiarity with and impressions of the CAF include:

- Young men are more familiar with the CAF than young women (61% familiar vs. 40%) and are also more likely to have a positive impression (82%) though young women also feel generally positive (75%).
- Quebecers are less familiar with the CAF (70% not familiar) than respondents elsewhere in the country.

- Those of South Asian origin are more familiar with the CAF (63%) and hold widely positive impressions (85%).
- Indigenous respondents are more familiar with the CAF (72%).
- Those who identify as 2SLGBTQ+ (18-34) are less familiar with the CAF (44%) and are less likely to have a positive view of the CAF (61%).

Exhibit B1 – Q16: Overall, how familiar would you say you are with the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very familiar | 12% | 9% | 13% | 18% | 12% |
| Somewhat familiar | 39% | 37% | 39% | 43% | 41% |
| Not very familiar | 36% | 38% | 35% | 31% | 35% |
| Not at all familiar | 12% | 14% | 11% | 7% | 11% |
| Don't know/Prefer not to answer | 1% | 1% | 1% | 0% | 1% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Exhibit B2 – Q17: What is your overall impression of the Canadian Armed Forces? Base: Those with some familiarity

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very positive | 25% | 24% | 25% | 29% | 25% |
| Somewhat positive | 54% | 54% | 53% | 52% | 54% |
| Not very positive | 11% | 11% | 11% | 12% | 12% |
| Not at all positive | 3% | 3% | 3% | 3% | 2% |
| Don't know/Prefer not to answer | 8% | 9% | 8% | 3% | 7% |
| Sample size | 3569 | 839 | 2730 | 1348 | 1126 |

When asked to describe what comes to mind when they think of a career in the CAF, a substantial portion of respondents (30%) are unable to offer a response, aligning with lower familiarity with the CAF overall. Non-response is lower among those living near a CAF facility (21%) than among those who do not (32%). Among respondents who do provide an answer,

comments are varied and dispersed, referencing benefits and pensions (3%), discipline (3%) and notions of being helpful or selfless (3%).

Among respondents who provide an answer, the most frequent references are generic mentions of the army or military (9%, and 12% among those aged 18-24), followed by comments describing CAF careers as challenging, difficult or stressful (5%).

*Exhibit B3 – Q18: What word comes to mind when you think of a career in the Canadian Armed Forces?
Base: All respondents*

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Army / Military / etc. | 9% | 12% | 9% | 8% | 9% |
| Challenging / Difficult / Stressful / etc. | 5% | 5% | 5% | 5% | 5% |
| Perks (benefits, career, pay, pension, variety, etc.) | 3% | 3% | 4% | 5% | 2% |
| War | 3% | 3% | 4% | 3% | 3% |
| Discipline / Rigour / Strict / etc. | 3% | 2% | 4% | 4% | 3% |
| Defence / Protection / etc. | 3% | 3% | 3% | 3% | 4% |
| Cadets / Infantry / Officers / Soldiers / etc. | 3% | 4% | 2% | 3% | 3% |
| Helpful / Selfless / Service / etc. | 3% | 2% | 3% | 2% | 3% |
| Peace / Peacekeeping / Safety / Security / etc. | 2% | 2% | 3% | 2% | 3% |
| Positive (unspecified) | 2% | 2% | 3% | 3% | 2% |
| Force / Power / Strength / etc. | 2% | 3% | 2% | 3% | 2% |
| Bravery / Courage / etc. | 2% | 2% | 2% | 2% | 2% |
| Commitment / Dedication / Duty / Engagement / etc. | 2% | 2% | 2% | 2% | 2% |
| Danger / Risky / Scary / etc. | 2% | 2% | 2% | 2% | 1% |
| Admiration / Heroes / Reputable / Respect / etc. | 2% | 1% | 2% | 1% | 2% |
| Appealing / Exciting / Interesting / etc. | 1% | 1% | 1% | 2% | 1% |
| Battle / Combat / Fighting / etc. | 1% | 2% | 1% | 1% | 1% |
| Patriotism / Pride / etc. | 1% | 0% | 1% | 1% | 1% |
| Boring / Unappealing / Uninteresting / etc. | 1% | 1% | 1% | 1% | 1% |
| Far / Oversea / Travelling / etc. | 1% | 1% | 1% | 1% | 1% |
| Stability | 1% | 1% | 1% | 1% | 1% |
| Other | 16% | 14% | 17% | 20% | 16% |
| I don't know/no answer | 30% | 32% | 29% | 21% | 32% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Nearly two in five respondents (38%) think today’s young Canadians are interested in joining the CAF, with no notable differences by age or proximity to a CAF facility. This level of perceived interest is considerably higher than that reported by career influencers in the 2024-25 recruitment study, where only 24% believed young Canadians were interested.

Respondents who are more likely to say that young Canadians are interested in joining the CAF include:

- Saskatchewanians (48%) and Atlantic Canadians (46%)
- Young men (42%)
- South Asian (57%), Indigenous (55%), Arab/West Asian (43%) and Black (42%) respondents

Exhibit B4 – Q31: How interested do you think today’s young Canadians (those 18-24 years of age) are in joining the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very interested | 8% | 7% | 9% | 11% | 9% |
| Somewhat interested | 29% | 31% | 29% | 32% | 32% |
| Not very interested | 40% | 42% | 39% | 39% | 38% |
| Not at all interested | 14% | 13% | 14% | 12% | 14% |
| Don’t know/Prefer not to answer | 9% | 7% | 9% | 5% | 6% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

While 37% of respondents think today’s young adults are interested in joining the CAF, far more (57%) believe that young adults **should** be interested – a view similar to career influencers in the 2024-25 recruitment study (58%). Those who live near a CAF facility are more likely to feel this way (65%). Young adults 25-34 are more likely to feel that young Canadians should be interested (58%) compared to those 18-24 (53%).

Respondents who are more likely to feel that today’s youth should be interested in a CAF career include:

- Atlantic Canadians (68%)
- Indigenous (70%), South Asian (67%), Black (62%), and Arab/West Asian (58%) respondents

Exhibit B5 – Q32: And how interested do you think today’s young Canadians (those 18-24 years of age) should be in joining the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very interested | 13% | 10% | 14% | 17% | 13% |
| Somewhat interested | 44% | 43% | 44% | 48% | 45% |
| Not very interested | 20% | 24% | 19% | 18% | 22% |
| Not at all interested | 10% | 10% | 10% | 8% | 11% |
| Don’t know/Prefer not to answer | 13% | 14% | 13% | 9% | 10% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|-------------|-------|-------|-------|--------------------------|---------------------------------|
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

When asked if they would support someone they know choosing to join the CAF, 72% of respondents say they would, with 30% expressing strong support, while 21% indicate they would be unlikely to support the decision. Support is higher among respondents living near a CAF facility (78%). Comparable levels of support were reported by career influencers in the 2024-25 recruitment study (77%).

Respondents **very likely** to be supportive include:

- Saskatchewanians (42%) and Atlantic Canadians (40%)
- Indigenous (44%) respondents
- Those who are likely to consider a career in the CAF themselves (46%)

For those likely to support someone they know joining the CAF, the most frequently cited reason is support for their loved ones' personal choices (16%). Some also noted it was a good opportunity (10%) or a good career path (8%). Slightly less than one third (29%) could not offer a response.

Among those unlikely to support someone they know joining the CAF, the most common reasons are that it is not a career they would personally consider (15%) and concerns about potential danger involved (10%). More than half of respondents (55%) could not offer a response.

Exhibit B6 – Q29: Imagine someone you know (a relative or friend) said they were already considering joining the Canadian Armed Forces or one of its environments – the Army, the Royal Canadian Air Force (RCAF) or the Royal Canadian Navy (RCN). How likely would you be to support this decision? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very likely | 30% | 28% | 30% | 36% | 26% |
| Somewhat likely | 42% | 41% | 42% | 42% | 44% |
| Not very likely | 14% | 16% | 14% | 13% | 16% |
| Not at all likely | 7% | 8% | 7% | 5% | 9% |
| Don't know/Prefer not to answer | 7% | 7% | 7% | 4% | 6% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Exhibit B7 – Q30: Why? Base: Those who are likely to support someone they know joining the CAF (note answer categories <1% are not shown)

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| I support their personal choices/decisions / I encourage people to follow their dreams | 16% | 15% | 16% | 14% | 14% |
| Good opportunity/choice | 10% | 10% | 10% | 10% | 12% |
| It is their own choice/decision (unspecified) | 9% | 10% | 8% | 7% | 7% |
| Good career path (job stability, training, learning new skills, etc.) | 8% | 6% | 9% | 10% | 7% |
| Canada needs a defence force / individual(s) needed a job | 5% | 5% | 6% | 7% | 5% |
| Good salary / good benefits (e.g. pension, early retirement) | 5% | 6% | 5% | 6% | 5% |
| Serving the country / protecting our land / patriotism | 5% | 4% | 5% | 5% | 5% |
| Canadian Armed Forces offers a wide variety of jobs/fields | 4% | 2% | 5% | 5% | 4% |
| Depends on the person applying (motivation, personality, etc.) | 2% | 2% | 3% | 3% | 2% |
| Good employer / good working conditions / government job | 2% | 1% | 2% | 3% | 2% |
| A noble/respected/honourable profession | 2% | 1% | 2% | 3% | 1% |
| Personnel development (building character, discipline, fulfillment, etc.) | 2% | 2% | 2% | 2% | 2% |
| Concerns about danger of being deployed / dangerous job / high degree of risk | 2% | 1% | 2% | 2% | 2% |
| Familiarity with the army (I am/was a veteran, history of acquaintances or family members, etc.) | 2% | 3% | 1% | 3% | 1% |
| Paid education / reduced cost of education / further education | 1% | 1% | 2% | 2% | 1% |
| Due to relocating / difficult working conditions | 1% | 1% | 1% | 1% | 0% |
| Good / great reputation / heard good things | 1% | 1% | 1% | 1% | 1% |
| I support them assuming they have considered the benefits/issues | 1% | 1% | 0% | 0% | 1% |
| Other | 4% | 3% | 4% | 5% | 3% |
| I don't know / No answer | 29% | 32% | 28% | 25% | 33% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|-------------|-------|-------|-------|--------------------------|---------------------------------|
| Sample size | 2914 | 675 | 2239 | 1135 | 883 |

Exhibit B8 – Q30: Why? Base: Those who are unlikely to support someone they know joining the CAF (note answer categories <1% are not shown)

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| It is not my preferred career / other career opportunities | 15% | 12% | 16% | 16% | 14% |
| Concerns about danger of being deployed / dangerous job / high degree of risk | 10% | 13% | 9% | 12% | 7% |
| Due to relocating / difficult working conditions | 6% | 4% | 6% | 6% | 4% |
| Opposition to war / armed forces / violence | 4% | 3% | 4% | 5% | 3% |
| It is their own choice/decision (unspecified) | 2% | 1% | 2% | 2% | 1% |
| Poor salary/benefits/support / no future in the Canadian Armed Forces | 1% | 0% | 2% | 2% | 2% |
| Depends on the person applying (motivation, personality, etc.) | 1% | 1% | 1% | 2% | 1% |
| Concerns about discrimination/harassment/negative culture | 1% | 0% | 1% | 1% | 1% |
| I support their personal choices/decisions / I encourage people to follow their dreams | 1% | 1% | 0% | 1% | 1% |
| Bad management / lack of leadership / underfunded | 1% | 1% | 0% | 0% | 1% |
| Don't know enough about the topic to give advice | 1% | 0% | 1% | 0% | 1% |
| Other | 5% | 5% | 5% | 7% | 5% |
| None / Nothing / No reason | 1% | 0% | 1% | 2% | 1% |
| Don't know/Prefer not to answer | 55% | 60% | 53% | 49% | 59% |
| Sample size | 856 | 226 | 630 | 261 | 310 |

Section C: The CAF as a career option

Few respondents would give serious thought to a career in the CAF, but their knowledge of what is possible is somewhat limited. Just nine percent of respondents would be very likely to

consider a career in the CAF, while another 21% are somewhat likely. In total, those 25-34 are slightly more likely (31%) than those 18-24 (27%) to consider a career in the CAF.

Only eight percent of respondents are very knowledgeable about career opportunities within the CAF, and more than one quarter (27%) are somewhat knowledgeable. Note that one-in-five (21%) who are not likely to consider a career in the CAF say they did in fact consider it at one point in the past.

Notably, there is a gap between the percentage of respondents who would consider a career in the CAF (30% very + somewhat likely) and the percentage of career influencers (47% very + somewhat likely) from the 2024-25 recruitment study who would recommend it as a career option.

The demographic groups of respondents most knowledgeable about career opportunities in the CAF include:

- South Asian (46%) and Black (45%) respondents
- Atlantic Canadians (47%)
- Those who live near a CAF facility (46%)
- Young men (44%)

Respondents most likely to consider a career in the CAF include:

- Young men (40%)
- South Asian (53%), Black (49%) and Indigenous (46%) respondents
- Those who live near a CAF facility (46%)

Exhibit C1 – Q22: How knowledgeable would you say you are about career opportunities in the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very knowledgeable | 8% | 5% | 8% | 12% | 8% |
| Somewhat knowledgeable | 27% | 27% | 27% | 34% | 30% |
| Not very knowledgeable | 40% | 40% | 40% | 37% | 40% |
| Not at all knowledgeable | 23% | 25% | 23% | 16% | 21% |
| Don't know/Prefer not to answer | 2% | 2% | 2% | 1% | 2% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Exhibit C2 – Q19: Today, how likely are you to consider a career in the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|-----------------|-------|-------|-------|--------------------------|---------------------------------|
| Very likely | 9% | 6% | 10% | 13% | 9% |
| Somewhat likely | 21% | 21% | 21% | 24% | 24% |
| Not very likely | 29% | 30% | 29% | 29% | 30% |

| | | | | | |
|---------------------------------|------|-----|------|------|------|
| Not at all likely | 37% | 40% | 37% | 32% | 35% |
| Don't know/Prefer not to answer | 3% | 3% | 4% | 2% | 2% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Exhibit C3 – Q20: Have you ever considered a career in the Canadian Armed Forces? Base: Those not very/not at all likely to consider a career in the Canadian Armed Forces

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Yes | 21% | 20% | 21% | 29% | 18% |
| No | 78% | 79% | 78% | 70% | 81% |
| Don't know/Prefer not to answer | 1% | 2% | 1% | 1% | 1% |
| Sample size | 2686 | 680 | 2006 | 892 | 825 |

Those open to a career in the CAF were asked why they would be *likely* to join. The most common reasons include seeing it is a good or interesting career choice (9%), the CAF's role in protecting and serving the country (9%), good pay (6%), and the importance of the CAF's work (6%). Black (15%), Indigenous (14%), and East/Southeast Asian (13%) respondents are particularly likely to identify the opportunity to 'protect and serve' as a motivating factor.

Among those not open to a CAF career, the leading reason is a lack of personal interest (22%), followed by concerns about time away from family and friends, frequent relocation and lack of work-life balance (11% respectively). Smaller proportions point to perceived danger (7%) or satisfaction with their current career (7%) as the main deterrent.

Among young adults aged 25-34, being away from family or friends is a more significant deterrent (13%) than it is for those aged 18-24 (4%). In contrast, lack of interest is more common among those 18-24 (26%) compared to those 25-34 (21%). Those who live near a CAF facility but are not interested in a CAF career are more likely to express contentment with their current job (10%) as a main deterrent compared to those who do not live near a CAF facility (6%).

Exhibit C4 – Q21: Why would you say that you are [Q19=Likely] to consider a career in the Canadian Armed Forces? Base: Those likely to consider a career in the CAF (note answer categories <1% are not shown)

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Good/interesting career choice | 9% | 10% | 9% | 9% | 9% |
| They protect/serve our country/our freedom | 9% | 8% | 9% | 8% | 10% |
| Good pay | 6% | 5% | 6% | 7% | 5% |
| They do important/good work / Fulfilling / rewarding / Helping others / peace | 6% | 3% | 7% | 7% | 6% |
| Good / Great reputation / Heard good things / positive opinions | 6% | 5% | 6% | 7% | 6% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| A good place to experience life lessons / Keeps you disciplined / Challenging work experience | 5% | 5% | 5% | 5% | 6% |
| Job security / Long-term career / Set for life | 5% | 2% | 5% | 6% | 5% |
| Many career opportunities to choose from / Opportunities for promotion/advancement | 5% | 6% | 4% | 5% | 3% |
| It's a personal choice/calling | 4% | 4% | 5% | 4% | 5% |
| Is prestigious / Respected | 4% | 4% | 4% | 4% | 4% |
| Offers benefits such as health insurance/pension plan | 4% | 2% | 4% | 3% | 3% |
| Depends on the position available / Position in my field | 3% | 1% | 3% | 3% | 1% |
| Paid/Free job training/education / Good training/education opportunities | 2% | 4% | 2% | 3% | 1% |
| Not eligible (e.g. age, disability, health, not a citizen) | 2% | 1% | 2% | 2% | 0% |
| Lack of information / Don't know enough about it to make a recommendation | 1% | 2% | 1% | 1% | 1% |
| I know someone in the military / I am a member of the Canadian Armed Forces/veteran | 1% | 3% | 1% | 2% | 0% |
| I am personally not interested | 1% | 1% | 1% | 1% | 2% |
| Lacking skills/relevant qualifications | 1% | 1% | 1% | 1% | 0% |
| Being away from home and family / Frequent relocation / No work-life balance | 1% | 1% | 1% | 1% | 1% |
| Other | 15% | 16% | 14% | 18% | 11% |
| None / Nothing / No reason | 5% | 5% | 5% | 5% | 5% |
| Don't know / Prefer not to answer | 22% | 27% | 21% | 17% | 27% |
| Sample size | 1224 | 261 | 963 | 541 | 408 |

Exhibit C5 – Q21: Why would you say that you are [Q19=Not likely] to consider a career in the Canadian Armed Forces? Base: Those not likely to consider a career in the CAF (note answer categories <1% are not shown)

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| I am personally not interested | 22% | 26% | 21% | 22% | 21% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Being away from home and family / Frequent relocation / No work-life balance | 11% | 4% | 13% | 13% | 10% |
| It is a dangerous career (e.g. having to go to war, chance of getting killed) | 7% | 8% | 7% | 8% | 7% |
| Content with current career / Does not align with my career path | 7% | 7% | 7% | 10% | 6% |
| Hard job / demanding / a lot of physical labour | 6% | 6% | 6% | 6% | 5% |
| Not eligible (e.g. age, disability, health, not a citizen) | 6% | 4% | 6% | 7% | 5% |
| I don't like it / I have a bad opinion / Not my values | 4% | 5% | 4% | 6% | 3% |
| Lack physical conditioning / Not physically capable | 4% | 4% | 4% | 4% | 4% |
| Associated with war / violence / global unrest | 4% | 4% | 4% | 4% | 3% |
| Better career opportunities elsewhere | 3% | 5% | 3% | 4% | 4% |
| Lack of information / Don't know enough about it to make a recommendation | 3% | 3% | 2% | 2% | 2% |
| Not respected / Poor reputation | 2% | 1% | 2% | 2% | 2% |
| Toxic work environment (Culture of abuse, misogyny, xenophobia, etc.) | 2% | 2% | 2% | 3% | 2% |
| Poor salary and benefits | 2% | 1% | 2% | 2% | 2% |
| Poor government policies / Poor direction/leadership | 1% | 1% | 2% | 2% | 1% |
| Lacking skills/relevant qualifications | 1% | 1% | 2% | 1% | 1% |
| Risk of mental health/trauma/PTSD issues | 1% | 1% | 1% | 2% | 1% |
| I know someone in the military / I am a member of the Canadian Armed Forces/veteran | 1% | 1% | 1% | 2% | 0% |
| Other | 4% | 4% | 4% | 4% | 6% |
| None / Nothing / No reason | 1% | 1% | 1% | 0% | 1% |
| Don't know / Prefer not to answer | 20% | 21% | 19% | 12% | 23% |
| Sample size | 1224 | 680 | 2005 | 892 | 825 |

Only 10% of respondents consider a CAF career an excellent choice for themselves, while another 26% view it as a good option, for a total of 36% who see meaningful alignment with their future professional goals. This perception is higher among those aged 25-34 (37%) than those aged 18-24 (31%).

Respondents who see the clearest alignment (excellent or good) between a CAF career and their future professional goals include:

- Atlantic Canadians (43%)
- Young men (43%)
- Black (52%), Indigenous (50%), and South Asian (49%) respondents
- Those who live near a CAF facility (42%)

Exhibit C6 – Q23: Based on what you know right now, is a career in the Canadian Armed Forces an excellent, good, fair, poor, or terrible career choice for you? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Excellent | 10% | 6% | 11% | 14% | 11% |
| Good | 26% | 25% | 26% | 28% | 28% |
| Fair | 26% | 28% | 26% | 26% | 28% |
| Poor | 16% | 17% | 15% | 15% | 14% |
| Terrible | 13% | 15% | 13% | 13% | 11% |
| Don't know/Prefer not to answer | 10% | 9% | 10% | 5% | 8% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

The ability to pursue a career in the CAF in either their current field or the field they find most interesting increases the likelihood of joining by 23 percentage points, to 53%. Interest jumps by 26 percentage points to 52% among those 18-24, and by 21 percentage points among those 25-34 to 53%. The percentage among those who live near a CAF facility who say they're likely to consider a career in the CAF rises by 22 percentage points to 59%.

As observed throughout the quantitative and qualitative phases, many lack a meaningful understanding of the day-to-day work and range of roles within the CAF. Approachable explanations that connect preferred industries to CAF roles could help broaden outreach to potential recruits.

Exhibit C7 – Q24: If you found out it was possible to pursue a career [if answered Q8 or Q9: in [insert response at Q8 or Q9]; if Q8 or Q9=77, 99, [insert "of interest to you"] as a member of the Canadian Armed Forces, how likely would you be to consider applying to the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|-----------------|-------|-------|-------|--------------------------|---------------------------------|
| Very likely | 16% | 14% | 17% | 20% | 17% |
| Somewhat likely | 37% | 38% | 36% | 39% | 37% |
| Not very likely | 25% | 25% | 25% | 25% | 25% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Not at all likely | 15% | 17% | 15% | 12% | 16% |
| Don't know/Prefer not to answer | 6% | 7% | 6% | 4% | 5% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Respondents were shown a description of the CAF Reserve Force and asked their likelihood to apply. Respondents are more likely to consider joining the CAF Reserve Force (41%) than joining as a full-time Regular member (30%).

Those more likely to consider joining the CAF Reserve Force include:

- Young men (50%)
- South Asian (67%), Black (66%) and Indigenous (61%) respondents
- Those who live near a CAF facility (46%)

Exhibit C8 – Q25: [PREAMBLE] How likely are you to consider applying to the Canadian Armed Forces Reserves? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very likely | 12% | 10% | 13% | 16% | 12% |
| Somewhat likely | 29% | 30% | 28% | 30% | 33% |
| Not very likely | 29% | 30% | 29% | 29% | 29% |
| Not at all likely | 24% | 23% | 25% | 22% | 21% |
| Don't know/Prefer not to answer | 5% | 7% | 5% | 3% | 4% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Respondents were presented with an explanation of the paid education program. After reading it, two-thirds (66%) say they find the program appealing, including 63% of those 18-24 and 67% of those 25-34. The program is more appealing to those looking to change careers (74%), continue schooling (73%) and who want to go back to school (73%).

The paid education program is more appealing to:

- Those who live near a CAF facility (73%)
- Atlantic Canadians (72%)
- Indigenous (77%), South Asian (76%), Black (75%) and Southeast or East Asian (71%) respondents
- Those who are employed full-time (70%)

Among those who view the paid education program appealing, the primary reason is that it provides a sensible way to support their education (24%). Support is higher among respondents who live near a CAF facility (26%) compared to those who live farther away (19%). Others who are more drawn to the financial support for education include:

- Young women (27%)
- Those with a household income over \$100K (28%)
- Those who identify as 2SLGBTQ+ (30%)

- Current students (32%)
- Those who say they are unlikely to join the CAF (30%)

Other positive aspects of the paid education program include a good salary (12%), good career development opportunities (11%), and job security (8%).

Among those who do not find the paid education program appealing, the most common reason is the belief that the salary isn't competitive (11%). Those more likely to feel this way include:

- Older respondents, particularly those 30-34 (16%)
- Those with a university education (16%)
- Those with a household income over \$100K (16%)
- Young men (14%)
- South Asian and Indigenous (17%) respondents
- Those who live near a CAF facility (15%)

Others cite a lack of interest in pursuing additional education (7%), a general disinterest in joining the military (7%), different career aspirations (6%) or a sense that the CAF does not align with their values (5%).

Exhibit C9 – Q26: [PREAMBLE] How appealing does this program sound to you? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Very appealing | 22% | 20% | 23% | 28% | 21% |
| Somewhat appealing | 44% | 43% | 44% | 45% | 44% |
| Not very appealing | 17% | 18% | 16% | 15% | 18% |
| Not at all appealing | 13% | 12% | 13% | 10% | 13% |
| Don't know/Prefer not to answer | 5% | 6% | 5% | 2% | 4% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Exhibit C10 – Q27: Why? Base: Those who find the paid education program appealing (note answer categories <1% are not shown)

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Good support to pursue education (paid education, tuition coverage, salary while studying, etc.) | 24% | 25% | 23% | 26% | 19% |
| Good salary / Salary is competitive | 12% | 12% | 12% | 12% | 11% |
| Good career development & opportunities (skills, experience, variety of roles, etc.) | 11% | 9% | 12% | 11% | 11% |
| Positive / Appealing (unspecified) | 10% | 6% | 11% | 10% | 11% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Good job security / Guaranteed job | 8% | 7% | 9% | 8% | 7% |
| Good benefits/services (unspecified) | 7% | 5% | 7% | 6% | 7% |
| Good financial support (unspecified) | 5% | 6% | 5% | 5% | 4% |
| Sense of purpose / Values-driven work (helping/serving the community, etc.) | 5% | 6% | 5% | 5% | 6% |
| Uncertainty (need more details, have to think about it, it depends, etc.) | 2% | 2% | 1% | 2% | 1% |
| Money / Salary (unspecified) | 2% | 2% | 1% | 2% | 1% |
| Poor salary / Salary isn't competitive | 1% | 0% | 2% | 2% | 1% |
| Good working conditions | 1% | 1% | 1% | 1% | 1% |
| Negative / Not appealing (unspecified) | 1% | 1% | 1% | 2% | 0% |
| Long-term commitment / Loss of flexibility | 1% | 1% | 1% | 1% | 1% |
| Not interested in pursuing education (already completed, don't like school, etc.) | 1% | 0% | 1% | 1% | 0% |
| Not suitable for families/parents | 1% | 0% | 1% | 0% | 1% |
| Different career interests / Role not aligned with my field | 1% | 0% | 1% | 1% | 1% |
| Others | 7% | 5% | 7% | 8% | 7% |
| I don't know / No answer | 27% | 31% | 25% | 24% | 30% |
| Sample size | 2657 | 617 | 2040 | 1059 | 822 |

Exhibit C11 – Q27: Why? Base: Those who do not find the paid education program appealing (note answer categories <1% are not shown)

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Poor salary / Salary isn't competitive | 11% | 5% | 12% | 15% | 9% |
| Negative / Not appealing (unspecified) | 10% | 13% | 9% | 6% | 12% |
| Not interested in pursuing education (already completed, don't like school, etc.) | 7% | 3% | 9% | 11% | 4% |
| Not interested in joining the military | 7% | 8% | 6% | 8% | 5% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Different career interests / Role not aligned with my field | 6% | 8% | 6% | 6% | 7% |
| Values mismatch / Lack of meaning or purpose (war, violence, colonization, etc.) | 5% | 5% | 5% | 7% | 4% |
| Long-term commitment / Loss of flexibility | 5% | 5% | 5% | 9% | 2% |
| Already established in another career / Not looking to change careers | 4% | 0% | 5% | 4% | 4% |
| Not suitable for families/parents | 3% | 0% | 4% | 4% | 2% |
| Dangerous job | 2% | 3% | 1% | 3% | 2% |
| Don't want to relocate/travel | 1% | 0% | 2% | 3% | 1% |
| Uncertainty (need more details, have to think about it, it depends, etc.) | 1% | 0% | 1% | 1% | 0% |
| Money / Salary (unspecified) | 1% | 0% | 1% | 1% | 0% |
| Good support to pursue education (paid education, tuition coverage, salary while studying, etc.) | 1% | 0% | 1% | 1% | 0% |
| Others | 10% | 10% | 10% | 12% | 8% |
| I don't know / No answer | 36% | 43% | 33% | 23% | 44% |
| Sample size | 1195 | 300 | 895 | 364 | 395 |

While paid education is not a top career-choice factor, 42% of respondents say the paid education program would make them more likely to consider a CAF career. This likelihood is similar across age groups (43% among those aged 18-24 and 41% among those aged 25-34). Interest is notably higher among those planning to change careers (53%), continue their education (53%) or return to school (52%).

Other respondents more likely to consider a career in the CAF after learning about the paid education program include:

- Those with a household income under \$40K (47%) and between \$40K-\$100K (45%)
- Young men (49%)
- Atlantic Canadians (49%)
- South Asian (65%), Black (61%) and Indigenous (58%) respondents

Exhibit C12 – Q28: Now that you know about this program, are you any more likely to consider a career in the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Much more likely | 11% | 8% | 11% | 14% | 10% |
| Somewhat more likely | 31% | 35% | 30% | 33% | 33% |
| Does not make a difference | 45% | 44% | 46% | 45% | 41% |
| Somewhat less likely | 4% | 3% | 4% | 3% | 5% |
| Much less likely | 5% | 6% | 5% | 4% | 7% |
| Don't know/Prefer not to answer | 4% | 4% | 4% | 2% | 3% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Respondents were first asked to identify the three career aspects most important to them, and later whether they believe a career in the CAF could deliver on those priorities.

Respondents see some alignment between their top career priorities and what they believe the CAF offers. Among those who prioritize good pay – the most common choice - 62% say the CAF is a good fit. Similarly, three-quarters (75%) of those who value job security say that a career in the CAF aligns well with this priority. Rewarding work, another key aspiration, is also viewed as well aligned (65%) among those who consider it important.

However, alignment weakens on work environment and lifestyle factors. Only 25% of those who prioritize work-life balance believe the CAF would be a good fit in this respect. Fewer than half (43%) of those who value a positive work environment feel the CAF meets that expectation, and only about a third of those prioritizing freedom and flexibility (30%) say the same.

In contrast, respondents who are more open to a CAF career express strong confidence that the organization can deliver on priorities such as promotion and advancement - 74% say this describes a CAF career well. Similarly, 72% agree that a CAF career “offers free job training”.

In short, the CAF’s strongest perceived advantages among prospective recruits are job security, good pay, and rewarding work – practical factors where alignment is clear. The challenge lies in bridging the gap between desire for work-life balance, a positive work environment, and flexibility, and the perception that a CAF career does not fully support these values.

Exhibit C13 – Q33-35: Earlier, you were asked to pick up to three things from a list we provided that you think are of greatest importance as you think about your career options. For each of the things you selected, please indicate how well or poorly a career in the Canadian Armed Forces is likely to deliver on that aspect. Base: Respondents who selected X as an important career element. See tables (presented under a separate cover) for sub-group sample sizes.

| Column % [NET Good fit] | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Offers comprehensive health benefits such as health insurance/drug plan (n=463) | 77% | 71% | 79% | 82% | 78% |

| Column % [NET Good fit] | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Offers paid university education, while on a full-time salary (n=125) | 77% | 78% | 77% | 75% | 72% |
| Offers a pension (n=351) | 76% | 73% | 76% | 79% | 72% |
| Job security (n=896) | 75% | 74% | 75% | 83% | 72% |
| Offers the opportunity for promotion and advancement (n=400) | 74% | 59% | 78% | 78% | 73% |
| Offers mentorship (n=115) | 74% | 59% | 80% | 85% | 68% |
| Has prestige/is well-respected (n=188) | 72% | 69% | 74% | 75% | 65% |
| Offers free job training, often on full-time salary (n=241) | 72% | 76% | 70% | 80% | 70% |
| Adventure, for example, offers opportunity to travel (n=203) | 72% | 64% | 75% | 76% | 70% |
| There are job/career opportunities in that field (n=443) | 70% | 75% | 69% | 77% | 67% |
| Has a robust application/interview process (n=63) | 69% | 68% | 68% | 70% | 78% |
| Rewarding work (n=795) | 65% | 67% | 63% | 71% | 60% |
| Is physically challenging (n=103) | 64% | 63% | 65% | 74% | 56% |
| Offers the flexibility to change careers (n=158) | 63% | 60% | 64% | 66% | 66% |
| Good pay (n=1988) | 62% | 60% | 63% | 66% | 62% |
| Is hard to get into (not something that anyone can do) (n=129) | 61% | 53% | 64% | 69% | 59% |
| Is an equal opportunity employer (n=175) | 61% | 52% | 64% | 65% | 64% |
| Offers competitive vacation benefits (n=199) | 53% | 58% | 51% | 61% | 60% |
| Is intellectually challenging (n=377) | 51% | 53% | 51% | 52% | 58% |
| Work and organization is aligned with their personal values and beliefs (n=376) | 50% | 43% | 53% | 57% | 53% |
| Offers a positive work environment (n=661) | 43% | 39% | 44% | 47% | 49% |
| Flexible work environment (n=545) | 33% | 31% | 34% | 36% | 41% |
| Offers freedom and flexibility (n=629) | 30% | 24% | 33% | 36% | 30% |
| Work-life balance (n=1362) | 25% | 22% | 25% | 27% | 29% |
| Would not require moving far away for the job (n=294) | 23% | 26% | 23% | 28% | 27% |

While free university education was not among the top career priorities selected earlier in the survey, it emerges as the strongest motivator for joining the CAF (21%), closely aligning with findings from career influencers (29%) in the 2024-25 recruitment study. This incentive is particularly compelling for those aged 18-24 (24%) and 28% of those aged 18-19 – as well as for individuals planning to continue their education (25%) and current students (31%). It is also more motivating for women (25%) and 2SLGBTQ+ respondents (27%).

Serving the country ranks as the second-most cited motivator among respondents overall (18%), followed by the new pay increase and benefits (16%). The appeal of serving the country is even stronger among East/Southeast Asian (25%) and Chinese (23%) respondents.

Other notable demographic differences when it comes to the most compelling benefits include:

- Quebecers are more motivated by the pay increase and benefits (21%) and free medical/dental (18%)
- Indigenous respondents are more motivated by the ability to help others (17%)
- Those most likely to join the CAF see paid education as less of a motivating factor (17%) but are more drawn to full-time work (16%) and unique experiences (12%) than those who are not open to a career in the CAF.

Exhibit C14 – Q36: Below is a list of factors that may make someone consider pursuing a career in the Canadian Armed Forces. Please identify up to three that you think are most compelling. If there are none you think are compelling or less than three, please feel free to pick none or less than three. Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Free university education/Paid education | 21% | 24% | 20% | 23% | 18% |
| Serving the country | 18% | 18% | 18% | 18% | 17% |
| New pay increase and benefits | 16% | 16% | 16% | 18% | 13% |
| Free medical/dental | 14% | 15% | 14% | 15% | 12% |
| Long-term stability | 14% | 14% | 14% | 15% | 13% |
| Full-time work | 12% | 10% | 13% | 14% | 13% |
| Helping others | 12% | 12% | 12% | 12% | 11% |
| Travel to other parts of the country/world | 12% | 11% | 12% | 12% | 12% |
| Staying fit | 11% | 12% | 11% | 12% | 11% |
| Opportunities for growth and advancement | 10% | 10% | 10% | 10% | 10% |
| Feeling of making a difference | 10% | 9% | 11% | 11% | 10% |
| Unique experiences | 10% | 11% | 10% | 11% | 9% |
| Work-life balance | 9% | 8% | 9% | 10% | 9% |
| Job satisfaction | 8% | 9% | 8% | 8% | 10% |
| Job training and development | 8% | 7% | 9% | 10% | 7% |
| Interesting challenges | 7% | 7% | 7% | 8% | 8% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| A wide variety of jobs | 7% | 7% | 7% | 8% | 7% |
| Valuable work experience | 7% | 7% | 7% | 7% | 7% |
| Flexibility | 6% | 7% | 6% | 6% | 8% |
| A wide variety of transferable skills | 5% | 5% | 5% | 5% | 5% |
| Possibility of combat | 5% | 4% | 5% | 5% | 5% |
| Proximity to family and friends | 4% | 3% | 5% | 5% | 4% |
| Part-time work | 4% | 4% | 4% | 4% | 4% |
| Team-oriented jobs | 4% | 5% | 3% | 4% | 3% |
| Working with state-of-the-art technology | 4% | 3% | 4% | 4% | 4% |
| Typically involves a lot of physical labour | 3% | 3% | 4% | 3% | 4% |
| Diverse and inclusive working environment | 3% | 3% | 4% | 4% | 4% |
| None of these are compelling reasons to join the Canadian Armed Forces | 4% | 4% | 4% | 3% | 4% |
| Don't know/Prefer not to answer | 5% | 5% | 5% | 2% | 4% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Respondents identify being away from family (25%), exposure to danger (25%), and the possibility of combat (22%) as leading factors that might discourage someone from joining the CAF. These perceptions align with career influencers in the 2024-25 recruitment study, who similarly cited exposure to danger (34%), the possibility of combat (33%), and separation from home and family (31%) as key deterrents.

Concerns about time away from home and family are somewhat higher among those aged 25-34 (26%) and women (28%). Individuals living near a CAF facility are also more attuned to this challenge, with 28% citing it is a compelling deterrent. White (28%) and Chinese (28%) respondents are likewise more likely to select being away from home as a compelling reason not to join the CAF.

Exposure to danger and the possibility of combat are more likely to be selected as a deterrent to joining the CAF by:

- Women (28% select being exposed to danger, 24% possibility of combat)
- Quebecers (27% possibility of combat)
- 2SLGBTQ+ respondents (29% being exposed to danger, 28% possibility of combat)

Other notable deterrents have more to do with the impact of a career in the CAF on lifestyle and family, including having to move every few years (17%), having a family (15%), work-life balance (14%) and concerns about mental health (14%).

Exhibit C15 – Q37: Below is a list of factors that may make someone decide NOT to consider pursuing a career in the Canadian Armed Forces. Please identify up to three that you think are least compelling. If there are none you think are least compelling or less than three, please feel free to pick none or less than three. Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Being away from home and family | 25% | 22% | 26% | 28% | 22% |
| Being exposed to danger | 25% | 26% | 24% | 24% | 21% |
| Possibility of combat | 22% | 18% | 23% | 24% | 18% |
| Having to move every few years | 17% | 14% | 18% | 21% | 14% |
| Having a family | 15% | 15% | 15% | 14% | 14% |
| Work-life balance | 14% | 13% | 15% | 16% | 14% |
| Concerns about mental health | 14% | 15% | 14% | 16% | 12% |
| Lack of flexibility | 11% | 10% | 11% | 12% | 12% |
| Typically involves a lot of physical labour | 11% | 13% | 10% | 9% | 11% |
| Does not align with personal passions/long-term career | 10% | 13% | 9% | 9% | 9% |
| Having to follow orders | 9% | 11% | 9% | 9% | 11% |
| Lack of physical fitness required | 9% | 10% | 9% | 10% | 8% |
| Stage of life/not wanting a change | 8% | 7% | 8% | 8% | 10% |
| Lack of stability | 8% | 7% | 8% | 7% | 9% |
| Requires a minimum commitment | 7% | 6% | 7% | 8% | 8% |
| Salary and benefits | 7% | 7% | 7% | 7% | 8% |
| Work experience that does not help outside the Canadian Armed Forces | 5% | 5% | 5% | 7% | 5% |
| Limited variety of jobs | 5% | 6% | 5% | 6% | 5% |
| Unable to fully utilize one's talent | 4% | 5% | 4% | 5% | 5% |
| Limited opportunities for career advancement | 4% | 5% | 4% | 5% | 5% |
| Diverse and inclusive working environment | 4% | 3% | 4% | 4% | 5% |
| Limited job opportunities in technical occupations | 4% | 5% | 4% | 4% | 6% |
| Limited opportunities for training | 3% | 2% | 3% | 3% | 3% |
| Don't know what jobs are available | 6% | 6% | 6% | 6% | 6% |
| None of these are compelling reasons not to join the Canadian Armed Forces | 3% | 2% | 3% | 2% | 4% |
| Don't know/Prefer not to answer | 5% | 6% | 5% | 2% | 4% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Views on the benefits and drawbacks of a CAF career are polarized, with 43% believing the benefits outweigh the drawbacks and 42% believing the drawbacks outweigh the benefits. Results do not differ significantly by age group (18-24 vs. 25-34) or by proximity to a CAF facility. Those more likely to view the benefits as outweighing the drawbacks include:

- Atlantic Canadians (53%)
- Men (50%)
- South Asian (63%), Black (59%), Indigenous (53%) and Arab/West Asian (49%) respondents
- Those looking to change careers (52%) or continue schooling (50%)

Exhibit C16 – Q38: Having seen the list of factors people might consider for why they would or would not consider a career in the Canadian Armed Forces, would you say the benefits significantly outweigh the drawbacks, the benefits somewhat outweigh the drawbacks, the drawbacks somewhat outweigh the benefits, or the drawbacks significantly outweigh the benefits? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| The benefits significantly outweigh the drawbacks | 12% | 9% | 13% | 16% | 13% |
| The benefits somewhat outweigh the drawbacks | 31% | 33% | 31% | 33% | 35% |
| The drawbacks somewhat outweigh the benefits | 27% | 29% | 26% | 27% | 28% |
| The drawbacks significantly outweigh the drawbacks | 15% | 13% | 15% | 16% | 13% |
| Don't know/Prefer not to answer | 15% | 16% | 14% | 8% | 11% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

In terms of career fit, 35% rate the CAF as a good or excellent for themselves, with another 29% rating it as fair. A little over a quarter (28%) rate a career in the CAF as a poor or terrible fit. Canadians aged 25-34 (37%) and those living near a CAF facility (41%) are more likely to rate the CAF as a good fit for themselves.

Other demographic groups most likely to say the CAF is an excellent or good choice for them include:

- Young men (44%)
- Atlantic Canadians (45%)
- South Asian (54%), Indigenous (51%), Black (50%) and Arab/West Asian (42%) respondents

Exhibit C17 – Q39: And having seen the list of factors people might consider for why they would or would not consider a career in the Canadian Armed Forces, is a career in the Canadian Armed Forces an excellent, good, fair, poor, or terrible career choice for you? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|-----------|-------|-------|-------|--------------------------|---------------------------------|
| Excellent | 9% | 7% | 10% | 13% | 10% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Good | 26% | 22% | 27% | 28% | 28% |
| Fair | 29% | 34% | 28% | 29% | 30% |
| Poor | 16% | 17% | 16% | 15% | 15% |
| Terrible | 12% | 13% | 12% | 12% | 11% |
| Don't know/Prefer not to answer | 7% | 7% | 7% | 3% | 6% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Respondents were asked whether various benefits would make them more likely to consider a career in the CAF. With the exception of counselling and relocation support, a majority say each benefit would make them somewhat or much more likely to consider joining the CAF. Very few feel any of the benefits would make them less likely to consider the CAF.

Those aged 25-34 are slightly more motivated than those 18-24 by paid parental leave (61% vs. 57%), a competitive salary (61% vs. 55%) and a pension (61% vs. 55%). A signing bonus (59%) and counseling and relocation support (47%) are also more influential for the 25-34 age group. Those living near a CAF facility are more motivated by each benefit than those who do not.

*Exhibit C18 – Q40-49: If you learned the following were offered with a career in the Canadian Armed Forces, how much more or likely would you be to consider a career in the Canadian Armed Forces?
Base: All respondents*

| Column % [NET More likely] | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Paid education and training opportunities | 60% | 60% | 61% | 68% | 58% |
| Paid parental leave, at up to 93% of your annual salary | 60% | 57% | 61% | 66% | 58% |
| A competitive salary | 60% | 55% | 61% | 65% | 59% |
| A pension plan | 60% | 55% | 61% | 67% | 57% |
| Health, dental, and vision coverage | 58% | 56% | 59% | 64% | 57% |
| A signing bonus | 57% | 52% | 59% | 64% | 55% |
| 4-6 weeks of paid vacation | 57% | 55% | 58% | 62% | 57% |
| Opportunities to travel the world | 54% | 53% | 55% | 59% | 54% |
| Paid sick leave | 53% | 52% | 54% | 59% | 54% |
| Counseling, and relocation support services | 46% | 42% | 47% | 50% | 49% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Attitudes towards career opportunities

As part of this research, respondents were asked whether they agreed or disagreed with a series of statements about CAF careers. Their views, grouped by theme, are presented below.

The message that the CAF offers a wide range of professions resonates strongly (73% agree). Those aged 25-34 are more likely to agree (75%) than those aged 18-24 (67%). Those who live near a CAF facility (83%) are also more likely to agree than those who do not (70%).

Other demographic groups more likely to agree include:

- Atlantic Canadians (80%)
- Men (75%)
- South Asian (77%) and Indigenous (82%) respondents

Two-thirds (64%) agree that a career in the CAF could open doors to career success outside of the institution. Those who live near a CAF facility (71%) are more likely to agree. Other demographic groups most likely to agree include:

- Atlantic Canadians (73%)
- Men (69%)
- Indigenous (77%), South Asian (74%), and Black (71%) respondents

Respondents for the most part see the CAF as a unique career. Just shy of a third (31%) agree that the CAF is like working any other job, while 60% disagree. Notably, South Asian (45%), Indigenous (43%), and Black (42%) respondents are more likely to see the CAF as they would any other job. Those most interested in joining the CAF are also far more likely to agree (55%) that a career in the CAF is no different than any other job.

About half (53%) agree that people join the CAF when they have few other options available. Those 18-24 are more likely to agree (57%) than those 25-34 (51%). Those who live near a CAF facility are also more likely to agree (57%). Two-thirds (67%) of those who say they are at least somewhat likely to join the CAF agree that people join when they have few options available, though this does not seem to be a deterrent for this audience.

Other demographic groups more likely to agree that people join the CAF when they have few other options available include:

- Young men (59%)
- Those aged 18-19 (61%)
- Indigenous (64%), South Asian (60%) and Black (60%) respondents
- 2SLGBTQ+ (58%)

Attitudes towards the CAF work environment/personal fit

While two-thirds (64%) say they would be proud to be in the CAF, far fewer (37%) say they could see themselves actually joining. This gap reflects not only the respondents' lack of familiarity, but also the largely positive impressions of the CAF discussed earlier in the report: respondents have respect for the institution, but few consider it a viable option for themselves.

Respondents most likely to agree they could see themselves joining the CAF include:

- South Asian (57%), Indigenous (55%) and Black (54%) respondents
- Young men (47%)
- Those who live near a CAF facility (44%)

Two in five (38%) respondents fear they would be discriminated against if they joined the CAF. Additionally, half (53%) of those most likely to join fear discrimination. Others also most likely to join and more likely to fear discrimination include:

- South Asian (56%), Indigenous (46%), and Black (46%) respondents
- 2SLGBTQ+ individuals (49%)

The prevalence of concern about discrimination, particularly among those most likely to be interested in joining, highlights the need to address these perceptions to boost interest among potential recruits.

When it comes to how their decision to join the CAF would be received at home, two in five (38%) agree it would not be seen as a positive choice. Notably, those most likely to consider joining the CAF are also more likely to agree (52%) it would not be seen as a positive choice, suggesting the need to improve outreach and education among career influencers to help them better understand what a career in the CAF entails. Other demographic groups more likely to agree it would not be seen as a positive choice include:

- South Asian (50%) and Indigenous (43%) respondents
- Young men (44%)
- Those with a university-level education (43%)

Attitudes about family supports for CAF members

Two-thirds (67%) of respondents agree that a career in the CAF makes it difficult to raise a family. Notably, those who live near a CAF facility (72%), those who are familiar with the CAF (71%), and those who know someone serving (71%) are more likely to agree that a career in the CAF makes it difficult to raise a family. Exposure to life in the CAF seems to reinforce the challenges it can create for a family.

About half (47%) of respondents agree that CAF members and their families are not provided with the support they need, while 29% disagree. Those more likely to agree include:

- South Asian (61%) and Indigenous (58%) respondents
- Young men (54%)
- Those who know a member of the CAF (55%) or say they are familiar with the CAF (59%)
- Those who are likely to consider a career in the CAF (63%)

The fact that those most knowledgeable about the CAF are also more likely to agree that it poses challenges to family life – and that families are not well supported – suggests this issue may affect not only recruitment but also retention.

The role of the CAF

One quarter (25%) agree that the CAF is not really essential anymore, while 62% disagree and feel that the CAF is essential. Respondents most likely to agree it is not essential include:

- South Asian (38%) and Indigenous (33%) respondents
- Young men (31%)

*Exhibit C19 – Q52-62: To what extent do you agree or disagree with each of the following statements?
Base: All respondents*

| Column % [NET Agree] | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| There is a wide variety of professions within the Canadian Armed Forces | 73% | 67% | 75% | 83% | 70% |
| A career in the Canadian Armed Forces makes it difficult to raise a family | 67% | 66% | 67% | 72% | 66% |
| A career in the Canadian Armed Forces also opens doors to success outside the Canadian Armed Forces | 64% | 62% | 65% | 71% | 65% |
| I would be proud to be in the Canadian Armed Forces | 64% | 63% | 64% | 71% | 63% |
| People join the Canadian Armed Forces when they have few other options available | 53% | 57% | 51% | 57% | 53% |
| I believe that active members of the Canadian Armed Forces and their families are not provided with the support they need | 47% | 46% | 48% | 53% | 52% |
| In my home, the Canadian Armed Forces are not seen as a positive career choice | 38% | 38% | 38% | 43% | 44% |
| I'm afraid I would be discriminated against if I pursue a career in the Canadian Armed Forces | 38% | 40% | 37% | 41% | 42% |
| I could see myself joining the Canadian Armed Forces | 37% | 35% | 37% | 44% | 40% |
| Working in the Canadian Armed Forces is no different than any other job | 31% | 29% | 32% | 36% | 36% |
| The Canadian Armed Forces are not really essential anymore | 25% | 23% | 26% | 29% | 31% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Few (9%) respondents clearly recall hearing something about improving compensation and benefits for members of the CAF, while 19% vaguely recall hearing something. Those who live near a CAF facility (14%) are more likely to have heard something.

Exhibit C20 – Q63: Have you heard, read or seen anything recently about an announcement to improve compensation and benefits for members of the Canadian Armed Forces? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Yes, clearly recall | 9% | 8% | 9% | 14% | 9% |
| Yes, vaguely recall | 19% | 19% | 19% | 22% | 23% |
| No, do not recall | 64% | 64% | 64% | 59% | 61% |
| Don't know/Prefer not to answer | 9% | 9% | 8% | 5% | 7% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

When asked what they recall hearing about the compensation and benefits announcement, salary increase is top-of-mind (12%) followed by more general awareness of calls to join the CAF (9%), advertising (8%) and more benefits/compensation (6%). Another 2% mention signing bonuses. Overall, about one-in-five correctly identify something about the recent CAF announcement including salary increases, benefit enhancements and signing bonuses.

Exhibit C21 – Q64: What did you read, see or hear? Base: Heard about compensation and benefits improvements

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Salaries increase | 12% | 9% | 12% | 15% | 9% |
| Join Canada Armed Forces / job opportunities / career choices / recruitment | 9% | 7% | 9% | 10% | 8% |
| I only saw ads/news (on TV, social media, online, YouTube, billboard, etc.) | 8% | 9% | 8% | 8% | 8% |
| More benefits/compensations | 6% | 7% | 6% | 7% | 5% |
| Defence budget updates (increase NATO spending, new budget, investment, etc.) | 5% | 4% | 5% | 5% | 3% |
| Related to Canadian Armed Forces | 3% | 3% | 3% | 3% | 2% |
| Positive news / good / great | 3% | 2% | 3% | 3% | 3% |
| Nothing / None | 2% | 3% | 2% | 2% | 3% |
| Signing/retention bonuses / offers / incentives | 2% | 2% | 2% | 3% | 1% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Support for Canadian Armed Forces / the honour in serving the nation / Remembrance Day | 2% | 1% | 2% | 2% | 2% |
| Salaries are good | 2% | 2% | 1% | 2% | 1% |
| Related to salaries (back pay and unspecified) | 1% | 0% | 2% | 2% | 1% |
| Good pension plan / retirement | 1% | 2% | 1% | 2% | 0% |
| Improving working conditions/environment | 1% | 0% | 1% | 1% | 1% |
| Good service / services / support / EAS | 1% | 0% | 1% | 1% | 1% |
| It is a physically demanding Job | 1% | 0% | 1% | 1% | 1% |
| Salaries are not good enough / compensations are average | 1% | 1% | 1% | 1% | 1% |
| Having a paid education / scholarship provided | 1% | 1% | 1% | 1% | 1% |
| Related to war / military operations / updated strategies | 1% | 1% | 0% | 1% | 1% |
| They are strong / doing a good job / efficiency | 1% | 1% | 1% | 0% | 1% |
| Other | 4% | 3% | 5% | 5% | 4% |
| Don't know/Prefer not to answer | 45% | 48% | 44% | 38% | 48% |
| Sample size | 1118 | 259 | 859 | 523 | 1264 |

Once told about the recent compensation and benefit enhancements, nearly two thirds (63%) of respondents support this move, and very few (5%) oppose it. Those who live near a CAF facility are even more likely to support the compensation enhancements (72%).

Other demographic groups that tend to be more supportive of the compensation enhancements include:

- South Asian, Black and Indigenous respondents (75% support among each audience)
- Young adults in Saskatchewan (72%)
- Those who know a current member or veteran of the CAF (70%)

Among those who oppose the compensation and benefits enhancements, over half (56%) cannot provide a reason why. Those who do offer an answer most often say they are anti-war/pacifist (11%), believe members of the CAF are already well-paid (8%) or believe the money should be spent elsewhere (7%).

Exhibit C22 – Q65: [PREAMBLE] Based on what you know right now, is this something you strongly support, somewhat support, neither support nor oppose, somewhat oppose, or strong oppose? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Strongly support | 29% | 26% | 30% | 35% | 27% |
| Somewhat support | 34% | 35% | 33% | 37% | 34% |
| Neither support nor oppose | 22% | 22% | 22% | 19% | 24% |
| Somewhat oppose | 3% | 3% | 3% | 3% | 4% |
| Strongly oppose | 2% | 2% | 2% | 1% | 3% |
| Don't know/Prefer not to answer | 10% | 12% | 10% | 5% | 8% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Exhibit C23 – Q66: Why do you feel that way? Base: Somewhat or strongly oppose compensation and benefits enhancements.

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Anti-war / anti-militarism / pacifist values | 11% | 9% | 12% | 10% | 12% |
| Already well paid / already good benefits | 8% | 2% | 10% | 14% | 5% |
| Money should be spent elsewhere / other priorities | 7% | 4% | 8% | 9% | 5% |
| No interest / not for me | 6% | 11% | 4% | 8% | 8% |
| Waste of money / poor use of tax dollars | 5% | 4% | 6% | 7% | 5% |
| Negative perception of the military | 4% | 0% | 6% | 7% | 2% |
| Military is not necessary | 2% | 0% | 3% | 5% | 0% |
| Does not solve recruitment / retention issues | 2% | 0% | 2% | 2% | 1% |
| Fairness / inequality compared to other workers | 1% | 0% | 2% | 2% | 1% |
| Other | 1% | 2% | 1% | 2% | 0% |
| Nothing | 1% | 2% | 1% | 0% | 2% |
| Don't know/Prefer not to answer | 56% | 68% | 52% | 42% | 62% |
| Sample size | 201 | 46 | 155 | 59 | 87 |

For some, the enhanced compensation and benefits make a career in the CAF more attractive: 17% significantly, 38% somewhat. The changes are a more significant draw for those who live near a CAF facility (21% significantly more attractive) and those 25-34 (18% significantly more attractive) compared to those 18-24 (14% significantly more attractive). Among those already likely to consider a career in the CAF, almost all (85%) say the enhancements make a CAF career more attractive. Fewer respondents who are less likely to consider a career in the CAF

say the enhancements make the idea significantly more attractive (6%), but overall 41% say it makes it more attractive (significantly + somewhat more attractive).

Exhibit C24 – Q67: Does knowing this make consideration of a career in the Canadian Armed Forces more attractive? Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|------------------------------------|-------|-------|-------|--------------------------|---------------------------------|
| Yes, significantly more attractive | 17% | 14% | 18% | 21% | 17% |
| Yes, somewhat more attractive | 38% | 41% | 37% | 42% | 38% |
| No real difference | 38% | 36% | 39% | 34% | 39% |
| Don't know/Prefer not to answer | 7% | 8% | 7% | 3% | 6% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Section D: Communications preferences

Respondents say that the official government site and/or forces.ca is where they would be most likely to look for information about career opportunities in the CAF. Notably, those aged 25-34 are more likely to check forces.ca (57%) than those aged 18-24 (49%). Respondents living near a CAF facility are also more likely to go to forces.ca (62%).

The next most common source of information is the DND website, with 44% saying they would look to it for information. Again, those living near a CAF facility (48%) are more likely to say they would check the DND website.

About a quarter (23%) would look to social media for information. Those aged 18-24 are more likely to rely on social media for information about the CAF (27%) than those aged 25-34 (21%). Those who do not live near a CAF facility are also more likely to favour social media (26%).

One in five (19%) would check job boards, career/job fairs (18%) or friends and family in the military (18%). Fewer (12%) would visit a recruitment office in-person.

Exhibit D1 – Q50: Where would you most likely look for information about career opportunities in the Canadian Armed Forces? Please select all that apply. Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Forces.ca/Official Government of Canada website | 55% | 49% | 57% | 62% | 49% |
| Department of National Defence/Official Government of Canada website | 44% | 46% | 44% | 48% | 40% |
| Social media (Facebook, Instagram, Tik Tok, Reddit, etc.) | 23% | 27% | 21% | 22% | 26% |
| Job board (Indeed, LinkedIn, etc.) | 19% | 19% | 18% | 19% | 18% |
| Career/Job fairs | 18% | 21% | 17% | 19% | 19% |

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|---|-------|-------|-------|--------------------------|---------------------------------|
| Friends or family in the military | 18% | 21% | 17% | 21% | 18% |
| Visiting a local recruitment office in person | 12% | 13% | 12% | 13% | 13% |
| Don't know/Prefer not to answer | 11% | 13% | 10% | 6% | 11% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

The type of recruitment message most likely to capture respondents' attention are about competitive pay and benefits, echoing the weight assigned to both factors when respondents are asked what elements of a career are most important to them. This message is more memorable to respondents 25-34 (47%) compared to those 18-24 (41%) and to those who live near a CAF facility (49%) compared to those who do not (41%).

The rest of the messages, with one exception, are rated similarly by respondents. Overall, a roughly equal proportion select messages about skills training (35%), opportunities for travel and adventure (33%), stories of personal growth and achievement (32%) and serving/protecting Canada (30%). Messages about a collaborative, team-focused environment are the least likely to capture attention (16%).

Those who are more likely to join the CAF are roughly equally as likely to say they would find every message tested attention-grabbing (ranging from 41% to 44%), with the exception of the collaborative/team-focused environment (21% say this type of message would grab their attention).

Exhibit D2 – Q51: Which type of recruitment message about a career in the Canadian Armed Forces would most likely capture your attention? Please select all that apply. Base: All respondents

| Column % | Total | 18-24 | 25-34 | Live near a CAF facility | Do not live near a CAF facility |
|--|-------|-------|-------|--------------------------|---------------------------------|
| Competitive pay and benefits | 46% | 41% | 47% | 49% | 41% |
| Skills training and future career pathways | 35% | 36% | 35% | 37% | 33% |
| Opportunities for travel and adventure | 33% | 34% | 32% | 34% | 35% |
| Stories of personal growth and achievement | 32% | 32% | 32% | 36% | 32% |
| Serving and protecting Canada | 30% | 31% | 30% | 32% | 33% |
| Collaborative, team-focused environment | 16% | 15% | 17% | 18% | 16% |
| Don't know/Prefer not to answer | 15% | 16% | 14% | 9% | 13% |
| Sample size | 4050 | 973 | 3077 | 1455 | 1264 |

Detailed qualitative findings

Section A: Outlook on career prospects

Each focus group opened with a warm-up discussion about participants' outlook on life, career prospects, and expectations for their future careers.

Across groups, young adults expressed a cautious but generally resilient outlook on their lives and career prospects. While most acknowledged ongoing uncertainty driven by the cost of living, housing affordability, and geopolitical instability, these concerns were often balanced by a sense of personal adaptability and an effort to remain optimistic about the future.

Participants frequently distinguished between the broader environment – which many described as “challenging” or “uncertain” – and their own individual situations, which were most commonly characterized as stable or manageable.

“Given what’s going on in the world with the cost of living going up, and the uncertainty with wars overseas, I just think there’s a lot of bad right now. I think there’s a lot of good things as well.” – 25-34-year-old, not living near a CAF facility, English Eastern Canada

When asked to assess their career prospects, most participants rated them as good or excellent, even when describing short-term challenges such as job searching, competitive labour markets, or industry transitions.

Participants aged 18-24 tended to speak in more open-ended and exploratory terms. While they acknowledged economic uncertainty, they were more likely to describe their careers as still “in progress” and viewed uncertainty as part of the process rather than a constraint. This group often expressed confidence that they had time to adapt, retrain, or explore different paths.

“I’m currently in university, so I feel like there’s... I’m in a decent space for good opportunity.” – 18-24-year-old, living near a CAF facility, English Eastern Canada

By contrast, participants aged 25-34 were more pragmatic and grounded in their assessments. Many described themselves as established in their careers, relationships, or family lives, which shaped a more cautious and risk-aware outlook. For this group, career decisions were evaluated less in terms of possibility and more in terms of stability, disruption, and long-term implications.

“It’s not something that I would consider because being able to provide a stable childhood is super important to me. And I’m not saying that that wouldn’t be the case, but I’ve heard a lot of chaos around parents who have their children, who move from space to space or on a whim, they’re sent somewhere else. It’s just not a lot of stability and that is something that I value.” – 25-34-year-old, living near a CAF facility, English Eastern Canada

Regionally, differences were subtle. Participants in Western Canada more frequently referenced the competitiveness of job markets, challenges related to geographic mobility, and difficulty finding roles aligned with their education or experience – particularly outside major urban centres.

Across both age groups, participants shared a common understanding of what constitutes an attractive career. Stability and job security were consistently prioritized, alongside competitive compensation, work-life balance, and opportunities for growth and advancement. Many participants framed success less around passion or prestige and more around sustainability and quality of life.

“I’m feeling good, because I feel like my job is actually stable.” – 25-34-year-old, living near a CAF facility, English Western Canada

Living near a CAF facility did not meaningfully change participants’ overall outlook on life or careers, but it did subtly shape how stability was understood. Those living near a CAF facility were more likely to reference steady employment, familiarity with long-term career paths, and indirect exposure through family, friends or community presence. Those living farther from a CAF facility spoke more abstractly about career options and expressed greater uncertainty tied to local labour market limitations.

“It’s a government job. I have always heard, you know, get in the government or in the military and you’ll make good money.” – 25-34-year-old, living near a CAF facility, English Eastern Canada

In summary, participants across all groups demonstrated a form of measured optimism: while external pressures weighed heavily on their thinking, most felt personally capable of navigating the future. Younger participants tended to view uncertainty as an opportunity, whereas older participants viewed it through the lens of responsibility and risk.

Section B: Familiarity with and impressions of the CAF

The groups explored participants’ familiarity with and impressions of the CAF.

Familiarity with the CAF was generally low to moderate, with knowledge often described as surface-level rather than detailed or informed. While most participants had at least some awareness of the CAF as an institution, few felt confident they understand what the CAF does day-to-day, what careers look like in practice, or how civilians might engage with it as an employer.

As participants discussed their general impressions of the CAF and the people who serve, their views were shaped by a mix of respect, admiration, and caution, often grounded in indirect exposure rather than personal experience. Across groups, the CAF was consistently associated with service to country, discipline, teamwork, and a sense of pride. Participants frequently spoke positively about the commitment required to serve and the importance of the CAF’s role, even when they felt it was not a path they themselves would pursue.

“They protect Canada. I have to give my respects, my appreciation.” – 18-24-year-old, not living near a CAF facility, English Western Canada

At the same time, these positive impressions were often accompanied by concerns about what life in the CAF might entail. Participants regularly referenced the physical and mental demands

of service, exposure to stressful or traumatic situations, and the personal sacrifices associated with military life. These concerns typically emerged spontaneously during early discussions and were frequently framed as assumptions or second-hand observations rather than lived experience.

This duality – respect paired with caution – was evident across regions and language groups. Even participants who expressed high regard for CAF members often described the organization as demanding and emotionally challenging, particularly when they had family members or close friends who had served. These personal connections tended to reinforce admiration for CAF members’ resilience while also heightening awareness of the potential strain associated with service.

Among participants without personal connections to the CAF, impressions were more abstract and heavily influenced by media portrayals and stereotypes. For these individuals, the CAF was often imagined as intense, disciplined, and physically demanding, with limited visibility into the everyday realities of service beyond combat or deployment scenarios.

« Je pense que c'est plutôt ça la plus grande peur qui tourne autour de l'armée, c'est comme un jour partir plus que jamais revenir. » / “I think that’s really the biggest fear surrounding the army, that one day you leave and never come back.” – 18-24-year-old, not living near a CAF facility, French Canada

Across the different age categories, those 18-24 years of age tended to view the CAF with curiosity and openness, even when their knowledge was limited. They were more willing to say they “didn’t know much” and were more receptive to learning. Conversely, 25-34-year-olds were more evaluative and cautious, often filtering their impressions through concerns about family life, stability, and long-term personal impact.

« Dans l'armée, ils ont une mobilité constante. C'est-à-dire, qu'ils bougent beaucoup. Les missions font en sorte qu'ils se déplacent beaucoup, et cet aspect fragilise vraiment l'aspect familial et pour moi la famille, elle est sacrée. » / “In the army there is constant mobility. They move around a lot, missions mean they relocate frequently, and that really weakens the family aspect, and for me family is sacred.” – 18-24-year-old, not living near a CAF facility, French Canada

Overall, familiarity with the CAF remained limited and uneven, shaped more by indirect exposure and stereotypes than by concrete understanding. While impressions of the organization and its members were largely positive, the CAF was widely perceived as opaque and difficult to understand, particularly as an employer.

Section C: The CAF as a career option

We then explored participants' perceptions of the CAF as a career option and how it aligns with their career expectations.

When participants were asked to consider the CAF as a potential career option, reactions were measured and conditional rather than dismissive. Initial interest was often modest, shaped by limited knowledge and assumptions carried over from earlier impressions; however, as participants were gradually introduced to more concrete information about CAF careers, many reassessed their views and became more open to the possibility.

Across groups, participants evaluated a CAF career against a consistent set of personal criteria, including stability, compensation, work-life balance, opportunities for growth, and long-term security. On many of these dimensions, the CAF was seen as aligning well. Participants frequently noted that the structure, benefits, and training opportunities associated with the CAF compared favourably to civilian employment particularly in an uncertain economic climate.

“I think it's a good experience, like, being physically fit, mentally fit. I know some people don't like to be, like, detached from their family, but I think it could be a good experience.”
– 18-24-year-old, not living near a CAF facility, English Eastern Canada

At the same time, participants were clear that alignment on paper did not automatically translate into personal fit. Concerns about deployment, relocation, time away from family, and the inherent risks of military service, including the possibility of combat or injury, remained significant barriers for many. These concerns were especially pronounced among participants aged 25-34, who were more likely to describe themselves as established in their careers, relationships, or family lives.

“If you want to have a family or even just a partner, that's probably going to put a lot of strain on that person, unless they're also in the military. But then if you want to have children, that just seems like a hard job to navigate raising children if one person's always away, or if you're both away.” – 25-34-year-old, not living near a CAF facility, English Western Canada

Younger participants aged 18-24 were generally more receptive. While they acknowledged the same risks, they tended to view them as more abstract or manageable and were more willing to consider trade-offs in exchange for training, experience, or long-term opportunity.

“I like seeing the variety of jobs there are. It's much friendlier, and it makes me start thinking and brainstorming that there is a possibility for me here with these different technical jobs that they're offering.” – 18-24-year-old, not living near a CAF facility, English Western Canada

As the discussion progressed and participants were provided with more concrete information, many became more open to the idea of a career in the CAF. Learning about the breadth of occupations, education funding, job stability, benefits and paid training opportunities prompted several participants to reassess earlier assumptions and view the CAF more favourably as an employer. Overall, the CAF was seen as aligning well with many of the career qualities young adults prioritize including stability, competitive pay and benefits, skills development, and opportunities for advancement. The overall benefits package, including health care, pension,

and job security, was widely viewed as attractive and increasingly rare in the civilian labour market.

The following description of the recent salary increase was introduced to participants:

On August 8, the Government of Canada announced improvements to compensation and benefits for the Canadian Armed Forces members to be rolled out over the next 12 months. These improvements include increases to total pay, recruitment and retention allowances, as well as other allowances in recognition of the unique demands facing Canadian Armed Forces members.

This salary increase was received positively and interpreted as a sign that the organization is investing in modernization and retention. While some participants noted they would need clearer information about starting salaries and pay progression to fully assess its impact, none viewed the increase negatively.

“I was just going to say I approve of this, because the people who do this probably undergo a lot of mental and physical stress. So, I think that they deserve the compensation.” – 25-34-year-old, not living near a CAF facility, English Western Canada

Participants were then read the following description of the Reserve Force:

The Canadian Armed Forces offers opportunities to serve in the Reserves, an essential part of the Army, Navy and Air Force. Reservists serve part-time, usually evenings and weekends, while holding civilian jobs or attending post-secondary school. They can choose to deploy based on their circumstances, serving abroad or at home from their local communities.

The Reserve Force option emerged as an important point of interest, particularly among younger participants (18-24 years of age) and those not living near CAF facilities. Many saw the Reserves as a lower-risk way to explore military service, gain skills, and supplement income without fully committing to a full-time military career.

“Hearing that you can still focus on getting your post-secondary education while then being trained as a Reserve with the ability to choose to deploy... that’s pretty appealing.” – 18-24-year-old, not living near a CAF facility, English Eastern Canada

By contrast, older participants (25-34 years of age) were more cautious about the feasibility of the Reserves, often questioning how it would realistically fit alongside full-time civilian work or family responsibilities.

Finally, they were read the following description about paid education opportunities:

The Canadian Armed Forces offers full tuition and a starting salary of about \$52,000/year through the Non-Commissioned Member Subsidized Training and Education Plan (NCMSTEP). This program covers approved courses at Canadian colleges and universities for military-related occupations, helping members gain skills for demanding roles and professional growth. Graduates are guaranteed a CAF job, with salaries

increasing through experience and promotion. Service commitment is two months for every month of funded education.

Among all incentives discussed, paid education opportunities stood out as one of the most compelling. Many participants expressed surprise at the extent of financial support available for post-secondary education and training, as well as the promise of job security following completion. This incentive resonated most strongly with 18-24-year-olds, who viewed it as a meaningful way to reduce the financial burden of education while gaining employable skills. Older participants (25-34 years of age) also viewed paid education positively but were more likely to see it as less applicable to their current stage of life.

“Yeah, I have two kids. I’m pretty much sure I’m pushing them from now on to just do it. You have to be in the military, get your studies done, get your service done, then you’ll be stable in life. So, this is very interesting for me.” – 25-34-year-old, not living near a CAF facility, English Western Canada

In summary, participants generally viewed the CAF as a career that aligns well with many of the qualities they value – stability, benefits, training, and purpose – but one that also carries significant perceived trade-offs. Interest was notably malleable: as participants received clearer, more concrete information, many became more open to the idea of CAF careers. Age and life stage played a critical role, with younger participants more willing to explore and older participants more constrained by existing commitments.

Section D: Communications preferences

The focus groups concluded with an exploration of communications preferences and participants’ reactions to one of two different CAF communications campaigns: Priority Occupations (Sector videos) and Occupation advertisements (Creative Armour Soldier). For those who viewed the Priority Occupations (Sector videos) campaign, they were shown two concepts which included storyboards for a video ad and an example of a static ad. For those who viewed the Occupation advertisements (Creative Armour Soldier), they were shown three complimentary videos: a hook video, an introduction to the occupation video, and a walk and talk video.

Participants expressed a clear desire for more accessible, transparent and informative communication from the CAF. While many had encountered CAF advertising in the past, most felt that previous exposure had not meaningfully improved their understanding of CAF careers or helped them assess whether the organization could be a fit for them personally.

When participants recalled past CAF advertising, their memories tended to centre on action-oriented, high-intensity imagery, often featuring physical training, aircraft, ships, or combat-adjacent scenes. While this content was generally seen as attention-grabbing, it reinforced a narrow, soldier-centric perception of the CAF and did little to communicate the diversity of roles available.

“I do get the ads on social media as well, typically roles that are a bit more hands-on, because they can do cool photos of them, but where would I fit?” – 25-34-year-old, not living near a CAF facility, English Western Canada

Participants expressed a strong preference for digital-first communication, particularly on platforms they already use regularly. Social media channels such as YouTube, Instagram, Tik Tok, Facebook, and Reddit were consistently identified as the most effective places to encounter CAF content. Short-form video content was especially appealing to younger participants (18-24 years of age), while older participants (25-34 years of age) also noted the value of more detailed information available through job-seeker platforms.

“I think if they're wanting to get younger people into the forces. It's going to be social media based, whether that's Facebook, TikTok, or Instagram.” – 18-24-year-old, living near a CAF facility, English Western Canada

Beyond digital channels, participants also highlighted the importance of in-person or locally relevant outreach, particularly for increasing visibility among those with limited familiarity. Campus outreach was frequently mentioned as effective for younger audiences, while community events, job fairs, and partnerships with schools or training institutions were seen as credible ways to reach a broader range of people.

Overall reactions to the campaign materials

Participants expressed a preference for messaging that feels authentic, human, and grounded rather than overly dramatic or stylized.

Detailed feedback: Priority Occupations (Sector videos) campaign

Reactions were mixed to moderately positive. Participants understood the intent of the campaign – to highlight specific (in-demand) roles within the CAF – and appreciated that the concepts clearly named specific occupations and showed a variety of environments and settings in which CAF members might work.

However, many felt the executions did not go far enough in explaining what the jobs actually involve, why the roles matter, or how someone might see themselves in them. The concepts were often described as informative but emotionally flat, offering limited ability to motivate interest or action on their own.

Participants also noted that the Priority Occupations (Sector videos) concepts tended to reinforce familiar stereotypes of the CAF. Visuals emphasizing intensity, physicality, and uniformed service led many to describe the concepts as soldier-centric and combat-leaning, even when non-combat roles were referenced.

« Je trouve que c'est comme ça démontre bien comme cet emploi-là, ça comme pour le monde serait intéressé à un emploi comme ça, ce serait court. Mais ça démontre pas vraiment comme les dangers qui viennent avec. Je ne sais pas si cet emploi spécifique dans l'armée, il voyait beaucoup de dangers. » / “I think it shows that type of job well, for people who would be interested in a job like that, it's short and to the point. But it doesn't really show the dangers that come with it. I don't know whether this specific job in the army would involve many dangers. – 18-24-year-old, living near a CAF facility, French Canada

The static ads were generally preferred over the storyboards, as they were seen as brighter, more personal, and more inviting, particularly when they featured diverse individuals. Even so, participants expressed a desire to see more of the people behind the roles – especially faces and personal context – to make the content feel more relatable.

Overall, participants felt that Priority Occupations (Sector videos) content could be useful as supporting or reference material, particularly on the Forces.ca website, but was largely viewed as “good to know” rather than compelling enough to drive action on its own.

Detailed feedback: Occupation advertisements (Creative Armour Soldier)

The Occupation advertisements (Creative Armour Soldier) was received positively and consistently across groups. Participants repeatedly described these videos as credible, engaging, and genuinely informative, noting that they provided the clearest picture of what CAF careers look like in practice.

Seeing real CAF members explain their roles in their own words helped participants better understand day-to-day responsibilities, required skills, and workplace environments. This human, first-person, approach was widely seen as more trustworthy and relatable than traditional advertising.

“People who are in these positions and then share what they do daily would probably intrigue more people to join if they wanted to because they would know more about it; they’d have a real person speaking about it.” – 25-34-year-old, not living near a CAF facility, English Eastern Canada

Participants valued the straightforward tone of the videos and appreciated that they focused on explanation rather than persuasion.

The Walk and Talk format, in particular, allowed viewers to imagine themselves in the role, making the CAF feel more accessible and less intimidating.

The Hook videos, while attention-grabbing, were seen as less effective on their own, as they did not provide enough substantive information. Participants consistently emphasized that interest increased once concrete details were introduced.

The Introduction videos were viewed more positively than the Hook videos, as they provided clearer context about the occupation being featured.

Across age groups, participants expressed a strong desire for more on-screen text in these videos, particularly concise callouts related to responsibilities, training length, salary, qualifications, and career progression. Music, when used, was preferred to be minimal and understated, so as not to distract from the content or reinforce combat stereotypes.

“Even at the very end, taking time to have a list of the actual roles and you can screenshot that, and you can re-read it.” – 25-34-year-olds, living near a CAF facility, English Western Canada

Younger participants (18-24) tended to respond most enthusiastically to the Occupation advertisements (Creative Armour Soldier), while older participants (25-34) also found them credible and informative, even if they were less likely to see the roles as personally feasible given their life stage.

Overall, participants indicated that effective CAF communications should prioritize clarity over spectacle, real people over abstract messaging, and informative over persuasion. Content that helps individuals understand roles, pathways, and expectations was seen as far more impactful than traditional recruitment advertising alone.

Conclusions

Taken together, the findings of both phases of the research reinforced the same recruitment challenges and opportunities for the CAF. Young adults' opinions are characterized by low familiarity, but generally positive underlying impressions. They do not know a great deal about CAF careers but are somewhat open to the possibilities if shown alignment with their goals. At the same time, perceptions about the impact of the CAF on personal/family life, as well as perceived danger and risk and potential for discrimination, weighs heavily on young adults' willingness to consider the CAF.

Limited awareness, positive impressions

A central finding of this research is young adults' limited familiarity with the CAF, both as an organization and as a potential employer. Very few indicate that they have a deep understanding of the CAF and/or the types of careers it offers. The qualitative research in particular suggests that opinions are shaped by passing news and stereotypes, not personal curiosity.

However, most young adults hold positive impressions of the CAF, suggesting that the CAF's reputational foundation creates some latent openness to the organization. Most young adults are not actively considering a career in the CAF, but their views are not firmly negative or immovable. In fact, young adults respect and admire those who serve, cognizant of the sacrifice they believe is required of its members. Personal connections heighten both understanding of the CAF, and the demanding nature of a military career.

Modest interest in a CAF career

Current interest in pursuing a career in the CAF is only modest; a minority see it as a good fit for them, and very few see it as an excellent fit. However, young adults admit that they are not really familiar with potential careers within the CAF, a clear opportunity for education. Across both phases of the research, exposure to information about the range of CAF careers and options led young adults to more openly consider the possibility.

There are some consistent demographic trends among those most open to a career in the CAF. Exposure and familiarity, whether by virtue of living near a CAF facility or knowing a member of the CAF, relate to greater likelihood of joining. Notably, young adults from a variety of diverse ethnocultural backgrounds, including South Asian, Black and Indigenous respondents, are more open to a CAF career.

Alignment with career goals and lifestyle

Young adults are fairly practical when it comes to their career goals: stability and balance are more often their priorities than passion and prestige. On some of these practical elements, like good pay and job security, they already see alignment with their goals and a career in the CAF.

Despite not being a top career draw at the outset of the research, several of the CAF's offerings are compelling to young adults. Paid education is one such example that is highly compelling, particularly to those aged 18-24. It represents a practical way to both reduce financial barriers to education and gain employable skills, which are also viewed as transferable to civilian careers.

Though exposure to career benefits/options had a clear impact on openness to the CAF, some hurdles do still persist. Overall, concerns that discourage consideration of a CAF career are driven primarily by lifestyle and personal impact. For example, young adults are skeptical that the CAF would allow them work-life balance or a flexible work environment. Being away from home/family and frequent relocation are deterrents. Some, particularly Canadians from diverse ethnocultural backgrounds, are concerned about discrimination. Finally, the perceived potential of exposure to danger and combat are also significant barriers. Anecdotal evidence, personal relationships and media portrayals have the potential to reinforce all these beliefs, given the relatively limited understanding of the CAF among young adults today. There is a role for proactive communications to challenge assumptions, specifically focused on real people and clear information.

Communications preferences: authenticity and education

The qualitative research suggests that authenticity, real people, and day-to-day experiences resonate most strongly with young adults. The CAF is viewed as somewhat opaque and young adults do not have a strong sense of day-to-day reality. They responded very positively to CAF members explaining their work in the Occupations advertisements (Creative Armour Soldier). This human, first-person approach was widely seen as more trustworthy and relatable than traditional advertising.

Young adults prefer a digital-first approach to communication. They would expect to see advertising and communications about the CAF on social media, but if looking for more detailed information themselves, would be more likely to rely on the CAF/government websites.

Appendix A: Quantitative methodology report

Survey methodology

Earnscliffe’s approach to the quantitative research consisted of an online national survey of 4,050 Canadian adults (i.e. general population). The methodology was designed to ensure inclusion of a key target audience, which is adults 18-34 years of age.

Questionnaire design

The questionnaire for this study was designed by Earnscliffe, in collaboration with the Canadian Armed Forces (CAF) and provided for fielding to Leger. The survey was offered to respondents in both English and French and completed based on their preferences. All questions were mandatory, with exception of the final open-ended question that provided all interested respondents an opportunity to leave additional comments for the CAF.

Sample design and selection

The sampling plan for the study was designed by Earnscliffe in collaboration with the CAF and the sample was drawn by Leger based on Earnscliffe’s instructions. The surveys were completed using Leger’s opt-in panels as well as other opt-in panels subcontracted by Leger. Digital fingerprinting was used to help ensure that no respondent took the online survey more than once. The following table shows the target sample, and actual sample collected:

| Demographic Category | % Distribution | Target sample | Actual sample |
|----------------------|----------------|---------------|---------------|
| Region | | | |
| Atlantic | 6% | 233 | 241 |
| Quebec | 21% | 853 | 851 |
| Ontario | 40% | 1,599 | 1,613 |
| Prairies | 7% | 276 | 288 |
| Alberta | 12% | 475 | 493 |
| British Columbia | 14% | 550 | 564 |
| Gender | | | |
| Male | 51% | 2,030 | 2016 |
| Female | 49% | 1,970 | 1998 |
| Age | | | |
| 18-24 | 24% | 960 | 973 |
| 25-34 | 76% | 3040 | 3077 |
| Total | 100% | 4000 | 4050 |

Data Collection

The online survey was conducted in English and French from October 31 – November 17, 2025 and took an average of 13 minutes to complete. The survey was undertaken by Leger using their proprietary online panel.

Weighting

In addition to setting quotas, the data weighted based on age, gender and region, to reflect the population in Canada, as reported by Statistics Canada.

Quality Controls

Leger’s panel is actively monitored for quality through a number of approaches (digital fingerprinting, in-survey quality measures, incentive redemption requirements, etc.) to ensure that responses are only collected from legitimate Canadian panel members.

Results

Final dispositions

A total of 6,117 individuals entered the online survey, of which 4050 qualified as valid and completed the survey. The response rate for this survey was 7%.

| | |
|---|-------|
| Total entered survey: # | 6117 |
| Completed: # | 4050 |
| Not qualified/screen out: # | 1592 |
| Over quota: # | 55 |
| Suspend/drop-off: # | 420 |
| Unresolved (U): # | 54032 |
| Email invitation bounce-backs: # | 65 |
| Email invitations unanswered: # | 53967 |
| In-scope non-responding (IS): # | 420 |
| Qualified respondent break-off: # | 420 |
| In-scope responding (R): # | 4143 |
| Completed surveys disqualified – quota filled: # | 0 |
| Completed surveys disqualified – other reasons: # | 93 |
| Completed surveys – valid: # | 4050 |

Response rate = $R/(U+IS+R)$: % 7%

Nonresponse

Respondents for the online survey were selected from among those who have volunteered to participate in online surveys by joining an online opt-in panel. The notion of nonresponse is more complex than for random probability studies that begin with a sample universe that can, at least theoretically, include the entire population being studied. In such cases, nonresponse can occur at a number of points before being invited to participate in this particular survey, let alone in deciding to answer any particular question within the survey.

Margin of error

Respondents for the online survey were selected from among those who have volunteered or registered to participate in online surveys. Because the sample is based on those who initially self-selected for participation in the panel, no estimates of sampling error can be calculated. The results of such surveys cannot be described as statistically projectable to the target population. The treatment here of the non-probability sample is aligned with the Standards for the Conduct of Government of Canada Public Opinion Research - Online Surveys.

Demographic profile of respondents

This online survey of 4,050 Canadians was conducted using Leger’s online survey panel. The data were weighted to reflect the Canadian population by age, gender, and region according to Statistic Canada population data.

In addition to essential screening questions and the core research questions about the Canadian Armed Forces survey respondents were asked for other demographic details. A profile of survey respondents is detailed below.

Exhibit 1 - Demographics

| Demographic | Categories | % of respondents |
|-------------|---|------------------|
| Gender | Man | 50% |
| | Woman | 49% |
| | Gender diverse | 1% |
| Age | 18-24 | 24% |
| | 25-34 | 76% |
| Identity | An Indigenous person, i.e. First Nations, Métis, Inuk (Inuit) | 7% |
| | A member of a racialized group | 20% |
| | A member of the 2SLGBTQI+ community | 13% |
| | None of the above | 62% |
| | Do not know/Prefer not to answer | 2% |

Exhibit 2 - Demographics continued

| Demographic | Categories | % of respondents |
|---------------------------|--|------------------|
| Province or territory | British Columbia | 14% |
| | Alberta | 12% |
| | Saskatchewan | 3% |
| | Manitoba | 4% |
| | Ontario | 40% |
| | Quebec | 21% |
| Ethno-cultural background | Caucasian | 62% |
| | South Asian | 11% |
| | Chinese | 7% |
| | Black | 8% |
| | East and Southeast Asian | 3% |
| | Arab and West Asian | 3% |
| | Indigenous | 7% |
| | Latin American | 2% |
| | Other | 2% |
| Education | Grade 8 or less | 0% |
| | Some high school | 4% |
| | High school diploma or equivalent | 20% |
| | Registered apprenticeship or other trades certificate or diploma | 3% |
| | College, CEGEP or other non-university certificate or diploma | 19% |
| | University certificate or diploma below bachelor's level | 6% |
| | Bachelor's degree | 31% |
| | Post graduate level above bachelor's level | 15% |
| | Do not know/Prefer not to answer | 1% |
| Income | Under \$20,000 | 7% |
| | \$20,000 to just under \$40,000 | 11% |
| | \$40,000 to just under \$60,000 | 15% |
| | \$60,000 to just under \$80,000 | 14% |
| | \$80,000 to just under \$100,000 | 14% |
| | \$100,000 to just under \$150,000 | 20% |
| | \$150,000 and above | 12% |
| | Do not know/Prefer not to answer | 6% |

Exhibit 27 - Demographics continued

| Demographic | Categories | % of respondents |
|----------------|---|------------------|
| Community size | Population of 100,000 or more residents | 56% |
| | Population of between 30,000 and 99,999 residents | 18% |
| | Rural/Remote | 19% |
| | Population of between 1,000 and 29,999 residents | 15% |
| | Population of less than 1,000 residents | 4% |
| | Do not know/Prefer not to answer | 7% |

Appendix B: Qualitative methodology report

Methodology

Earncliffe conducted a total of twelve focus groups: three groups were conducted among 18-24-year olds who do not live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English); 3 groups with 18-24-year olds who live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English); 3 groups of 25-34-year olds who do not live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English); and 3 groups of 25-34-year olds who live near a CAF facility (Eastern Canada, English; Canada, French; Western Canada, English).

Groups were recruited based on the official language with which they were most comfortable, as well as their geographic location to accommodate time zone differences. Any participant recruited for one language group who expressed preference for the other was invited to a different group that fit their language and time zone preferences.

Schedule and composition of the focus groups

| Group | Audience | Region/Language | No of recruits | No of participants |
|------------------------------|--|---------------------|----------------|--------------------|
| Monday, December 1, 2025 | | | | |
| 1 | 18-24-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | 8 | 8 |
| 2 | 18-24-year-olds who do not live near base/wing/RMC | Canada (FR) | 8 | 8 |
| 3 | 18-24-year olds who do not live near base/wing/RMC | Western Canda (EN) | 8 | 6 |
| Tuesday, December 2, 2025 | | | | |
| 4 | 18-24-year olds who live near base/wing/RMC | Eastern Canada (EN) | 8 | 6 |
| 5 | 18-24-year-olds who live near base/wing/RMC | Canada (FR) | 8 | 7 |
| 6 | 18-24-year olds who live near base/wing/RMC | Western Canada (EN) | 8 | 8 |
| Wednesday, December 3, 2025 | | | | |
| 7 | 25-34-year-olds who do not live near base/wing/RMC | Canada (FR) | 8 | 7 |
| 8 | 25-34-year-olds who live near base/wing/RMC | Canada (FR) | 8 | 6 |
| Tuesday, December 9, 2025 | | | | |
| 9 | 25-34-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | 8 | 7 |
| 10 | 25-34-year-olds who do not live near base/wing/RMC | Western Canada (EN) | 8 | 8 |
| Wednesday, December 10, 2025 | | | | |
| 11 | 25-34-year-olds who live near base/wing/RMC | Eastern Canada (EN) | 8 | 7 |
| 12 | 25-34-year-olds who live near base/wing/RMC | Western Canada (EN) | 8 | 6 |

Recruitment

Participants were recruited using a five-minute screening questionnaire (included in Appendix D).

The screener contained a series of standard screening questions to ensure participants qualified based on their age, location, and influence with young Canadians, ensuring a good mix of other demographics such as gender, household income, vocation, etc.

Our fieldwork subcontractor, Quality Response, relied on panels and databases of Canadians. This is the approach employed most often. Quality Response reaches out to members of their database first via email and follows-up with telephone calls to pre-qualify respondents.

Quality Response's database includes approximately 35,000 Canadians with profiling on a range of attributes including standard personal demographics, household composition, medical background, technology usage, financial services, health and wellness, business profiles, and other relevant criteria. Their database is constantly being updated and replenished and operates out of their own, onsite telephone room in Toronto, Ontario. Potential group participants are recruited to their database via mixed-mode: following a proprietary telephone survey, online, referral, social media and print advertising. Initial contact is often made via email or online pre-screening for speed and economies, followed up by personal telephone recruitment and pre-group attendance confirmation.

Quality Response understands the nuances of qualitative recruiting and the importance of locating qualified, interested respondents. Their recruiting is undertaken in strict accordance with the Standards for the Conduct of Government of Canada Public Opinion Research – Qualitative Research.

Reminder calls were made prior to the groups to confirm participants' intention to attend and to encourage higher rates of participation. As well, all participants received a cash honorarium of \$150 at the end of the group discussion.

A total of eight participants were recruited for each group. All participants agreed to the presence of observers and recording of the session during the screening process and at the beginning of the session (for those who attended).

A note about interpreting qualitative research results

We relied on two qualified moderators. Given the timeline for the project, using two moderators allowed us to conduct all of the focus groups over three nights. In our experience, there is value in using multiple moderators (within reason) as it ensures that no single moderator develops early conclusions. Each moderator takes notes and summarizes their groups after each night. The moderators each provide a debrief on their groups including the functionality of the discussion guide; any issues relating to recruiting, turnout, or technology; and key findings including noting instances where they were unique and where they were similar to previous sessions. Together, they discuss the findings both on an ongoing basis in order to allow for probing of areas that require further investigation in subsequent groups, and before the final results are reported.

Glossary of terms

| Generalization | Interpretation |
|----------------------|--|
| Few | Few is used when less than 10% of participants have responded with similar answers. |
| Several | Several is used when fewer than 20% of the participants responded with similar answers. |
| Some | Some is used when more than 20% but significantly fewer than 50% of participants with similar answers. |
| Many | Many is used when nearly 50% of participants responded with similar answers. |
| Majority/Plurality | Majority or plurality are used when more than 50% but fewer than 75% of the participants responded with similar answers. |
| Most | Most is used when more than 75% of the participants responded with similar answers. |
| Vast majority | Vast majority is used when nearly all participants responded with similar answers, but several had differing views. |
| Unanimous/Almost all | Unanimous or almost all are used when all participants gave similar answers or when the vast majority of participants gave similar answers and the remaining few declined to comment on the issue in question. |

Appendix C: Survey questionnaire

Introduction

Welcome and thank you for your participation in this study. Earnscliffe Strategies, in collaboration with Leger, has been hired to administer an online survey on behalf of the Government of Canada on current issues of interest to Canadians.

Click [here](#) if you wish to verify the authenticity of this survey [link to CRIC registration]. If you have any questions about the survey, or if you require accommodations or an alternative format to complete it, please contact Earnscliffe Strategies at info@earnsccliffe.ca.

The survey takes about 15 minutes to complete and is voluntary and completely confidential.

Your responses to this survey will be kept entirely anonymous and any information you provide will be administered in accordance with the Privacy Act and other applicable privacy laws. Leger's privacy policy can be accessed [here](#) [Leger to insert link]. Do you wish to continue?

Yes
No

Section 1: Screening

1. Do you or does anyone in your immediate family work for any of the following organizations?

| | |
|---|---|
| A marketing research firm | 1 |
| A magazine or newspaper | 2 |
| An advertising agency or graphic design firm | 3 |
| A political party | 4 |
| A radio or television station | 5 |
| A public relations company | 6 |
| The federal government or a provincial government | 7 |
| The Canadian Armed Forces | 8 |
| Prefer not to answer [thank & terminate] | 9 |

If none of these organizations, continue, otherwise thank & terminate.

2. Which of the following best describes your gender identity? *Gender refers to current gender which may be different from sex assigned at birth and may be different from what is indicated on legal documents.*

| | |
|---------------------------------------|---|
| Man | 1 |
| Woman | 2 |
| Gender diverse (optional to specify) | 3 |
| Prefer not to say [thank & terminate] | 9 |

| | | |
|----|---|----|
| 3. | What is your current age (in years)? | |
| | [Insert age. If younger/older than 18-34 years, thank & terminate.] | |
| | Prefer not to say | 99 |
| 4. | [If respondent refuses to provide age, ask:] Into which of the following age categories do you fit? | |
| | Younger than 18 [thank & terminate] | 1 |
| | 18-19 | 2 |
| | 20-24 | 3 |
| | 25-29 | 4 |
| | 30-34 | 5 |
| | Older than 34 [thank & terminate] | 6 |
| | [If younger/older than 18-34 or still refusal, thank & terminate] | |
| 5. | Which province or territory do you live in? | |
| | Newfoundland and Labrador | 1 |
| | Nova Scotia | 2 |
| | Prince Edward Island | 3 |
| | New Brunswick | 4 |
| | Quebec | 5 |
| | Ontario | 6 |
| | Manitoba | 7 |
| | Saskatchewan | 8 |
| | Alberta | 9 |
| | British Columbia | 10 |
| | Yukon | 11 |
| | Nunavut | 12 |
| | Northwest Territories | 13 |
| | Prefer not to say [thank & terminate] | 99 |

Section 2: General career

| | | |
|----|---|---|
| 6. | Which of the following best describes your current employment status? | |
| | Working full-time, that is, 30 or more hours per week | 1 |
| | Working part-time, that is, less than 30 hours per week | 2 |
| | Self-employed or doing unpaid work for a family member's business or farm | 3 |
| | Unemployed, that is, looking for work, temporarily laid off, or starting a new job within a month [skip to Q9] | 4 |
| | Not in the workforce, that is, not available or not able to do paid work due to school, family responsibilities, disability or retirement, for example [skip to Q9] | 8 |
| | Prefer not to answer [skip to Q9] | 9 |

7. [If working full-time, part-time, or self-employed, ask:] Are you employed in the career field you find most interesting? That is, are you employed in your preferred career choice/profession?

| | |
|-----------------|---|
| Yes | 1 |
| No [skip to Q9] | 2 |

8. Which career field are in? [Accept only one response.]

| | |
|---------------------------------|----|
| Information technology | 1 |
| Entrepreneur/Business | 2 |
| Public service/Government | 3 |
| Banking/Finance | 4 |
| Engineering | 5 |
| Architecture | 6 |
| Sports/Entertainment | 7 |
| Education | 8 |
| Healthcare profession | 9 |
| Legal profession | 10 |
| Skilled trades | 11 |
| Police/Law enforcement | 12 |
| Military [thank & terminate] | 13 |
| Retail or service industry | 14 |
| Manufacturing | 15 |
| Distribution | 16 |
| Marketing/Advertising/Media | 17 |
| Mining | 18 |
| Travel & Tourism | 19 |
| Research & Development | 20 |
| Other | 77 |
| Don't know/Prefer not to answer | 99 |

9. [Skip if Q8=1-77] Which one of the following career fields do you find most interesting? That is, which is your preferred career choice/profession? Please select your top choice. [Accept only one response]

| | |
|---------------------------|----|
| Information technology | 1 |
| Entrepreneur/Business | 2 |
| Public service/Government | 3 |
| Banking/Finance | 4 |
| Engineering | 5 |
| Architecture | 6 |
| Sports/Entertainment | 7 |
| Education | 8 |
| Healthcare profession | 9 |
| Legal profession | 10 |
| Skilled trades | 11 |
| Police/Law enforcement | 12 |
| Military | 13 |

| | |
|--|----|
| Retail or service industry | 14 |
| Manufacturing | 15 |
| Distribution | 16 |
| Marketing/Advertising/Media | 17 |
| Mining | 18 |
| Travel & Tourism | 19 |
| Research & Development | 20 |
| Other | 77 |
| Don't know/Prefer not to answer | 99 |
| 10. [If Q6=8] Are you currently a...? | |
| High school student | 1 |
| College/Technical or Vocational Institute student | 2 |
| University student | 3 |
| None of the above | 4 |
| Don't know/Prefer not to answer | 9 |
| 11. [If college/technical or vocational institute or university student] Which field of study are you in? | |
| Arts, Humanities & Social Sciences | 1 |
| Fine Arts, Design & Media | 2 |
| Science & Mathematics | 3 |
| Technology & Computer Science | 4 |
| Health & Life Sciences | 5 |
| Education & Teaching | 6 |
| Business, Management & Economics | 7 |
| Law, Policy & Public Administration | 8 |
| Engineering & Applied Sciences | 9 |
| Environmental & Agricultural Studies | 10 |
| Hospitality, Tourism & Service | 11 |
| Skilled Trades | 12 |
| Other [anchor] | 77 |
| Don't know/Prefer not to answer [anchor] | 99 |
| 12. In the next five years, do you plan on or are you thinking about changing careers, continuing your schooling, or going back to school? | |
| Yes, change careers | 1 |
| Yes, continue schooling | 2 |
| Yes, go back to school | 3 |
| None of the above | 4 |
| Don't know/Prefer not to answer | 9 |
| 13. Please tell us the three most important things you consider/prioritize when deciding which kind of career to pursue. [Open end. Three text boxes.] | |
| Text answer one | |

| | |
|---|----|
| Text answer two | |
| Text answer three | |
| Don't know/Prefer not to answer | 9 |
| 14. From the list below, please identify up to three things that you think are of greatest importance when thinking about your career options. [Randomize. Anchor other, none of the above, and don't know at the bottom. Allow up to 3 answers.] | |
| Job security | 1 |
| Rewarding work | 2 |
| Good pay | 3 |
| Adventure, for example, offers opportunity to travel | 4 |
| Would not require moving far away for the job | 5 |
| Offers a positive work environment | 6 |
| Offers comprehensive health benefits such as health insurance/drug plan | 7 |
| Offers competitive vacation benefits | 8 |
| Offers a pension | 9 |
| Offers the flexibility to change careers | 10 |
| Offers paid university education, while on a full-time salary | 11 |
| Is intellectually challenging | 12 |
| Is physically challenging | 13 |
| Is hard to get into (not something that anyone can do) | 14 |
| Has prestige/is well-respected | 15 |
| Has a robust application/interview process | 16 |
| Offers freedom and flexibility | 17 |
| Offers the opportunity for promotion and advancement | 18 |
| Offers free job training, often on full-time salary | 19 |
| Is an equal opportunity employer | 20 |
| There are job/career opportunities in that field | 21 |
| Work-life balance | 22 |
| Offers mentorship | 23 |
| Work and organization is aligned with their personal values and beliefs | 24 |
| Flexible work environment | 25 |
| Other (specify) | 77 |
| None of the above | 98 |
| Don't know/Prefer not to answer | 99 |
| 15. The following are a list of people who may offer career advice. Please select those with whom you have consulted or would consult for career advice. [Select all that apply.] | |
| Parent/Grandparent | 1 |
| Sibling | 2 |
| Spouse or significant other | 3 |
| Member of your extended family (aunt, uncle or cousin) | 4 |
| Friend | 5 |
| Teacher/Professor | 6 |
| Guidance/Career counsellor | 7 |
| School principal/Vice-principal | 8 |
| Coach | 9 |

| | |
|-----------------------------------|----|
| Camp counsellor | 10 |
| Program instructor | 11 |
| Supervisor/Manager | 12 |
| Pastor/Priest | 13 |
| Influencer/Online content creator | 14 |
| Other | 88 |
| Don't know/Prefer not to answer | 99 |

Section 3: Canadian Armed Forces awareness and impressions

As mentioned, we are conducting this survey on behalf of the Government of Canada. The specific department is the Department of National Defence (DND). The remainder of the questions will relate to the Canadian Armed Forces.

16. Overall, how familiar would you say you are with the Canadian Armed Forces?

| | |
|---------------------------------|---|
| Very familiar | 4 |
| Somewhat familiar | 3 |
| Not very familiar | 2 |
| Not at all familiar | 1 |
| Don't know/Prefer not to answer | 9 |

17. [Unless not at all familiar] What is your overall impression of the Canadian Armed Forces?

| | |
|---------------------------------|---|
| Very positive | 4 |
| Somewhat positive | 3 |
| Not very positive | 2 |
| Not at all positive | 1 |
| Don't know/Prefer not to answer | 9 |

18. What word comes to mind when you think of a career in the Canadian Armed Forces?
[Open end]

19. Today, how likely are you to consider a career in the Canadian Armed Forces?

| | |
|---------------------------------|---|
| Very likely | 4 |
| Somewhat likely | 3 |
| Not very likely | 2 |
| Not at all likely | 1 |
| Don't know/Prefer not to answer | 9 |

20. [If not very likely or not at all likely] Have you ever considered a career in the Canadian Armed Forces?

| | |
|---------------------------------|---|
| Yes | 2 |
| No | 1 |
| Don't know/Prefer not to answer | 9 |

21. Why would you say that you are [insert response at Q19] to consider a career in the Canadian Armed Forces? [open end]
22. How knowledgeable would you say you are about career opportunities in the Canadian Armed Forces?

| | |
|---------------------------------|---|
| Very knowledgeable | 4 |
| Somewhat knowledgeable | 3 |
| Not very knowledgeable | 2 |
| Not at all knowledgeable | 1 |
| Don't know/Prefer not to answer | 9 |

23. Based on what you know right now, is a career in the Canadian Armed Forces an excellent, good, fair, poor, or terrible career choice for you?

| | |
|---------------------------------|---|
| Excellent | 5 |
| Good | 4 |
| Fair | 3 |
| Poor | 2 |
| Terrible | 1 |
| Don't know/Prefer not to answer | 9 |

24. If you found out that it was possible to pursue a career [if answered Q8 or Q9: in [insert response at Q8 or Q9]; if Q8 or Q9=77, 99, [insert “of interest to you”] as a member of the Canadian Armed Forces, how likely would you be to consider applying to the Canadian Armed Forces?

| | |
|---------------------------------|---|
| Very likely | 4 |
| Somewhat likely | 3 |
| Not very likely | 2 |
| Not at all likely | 1 |
| Don't know/Prefer not to answer | 9 |

25. The Canadian Armed Forces also offers the opportunity to serve in the **Reserves**. Reservists are asked to help in many different circumstances including humanitarian/aid efforts at home in Canada (i.e. floods, forest fires, etc.) and abroad on a purely volunteer basis dependent on their schedules (although it is a paid position). How likely are you to consider applying to the Canadian Armed Forces Reserves?

[ROLLOVER TEXT] The Reserve Force is the part-time component of the Canadian Armed Forces across all three environments: Army, Navy and Air Force. Reservists can choose to deploy based on their particular circumstances and can serve abroad or at home in Canada from their hometowns.

| | |
|---------------------------------|---|
| Very likely | 4 |
| Somewhat likely | 3 |
| Not very likely | 2 |
| Not at all likely | 1 |
| Don't know/Prefer not to answer | 9 |

The Canadian Armed Forces also offers full tuition and a starting salary while enrolled in approved post-secondary education. The Non-Commissioned Member Subsidized Training and Education Plan (NCMSTEP) provides full tuition and a starting salary of about \$52,000/year at Canadian colleges, universities and other postsecondary establishments for authorized courses of study related to military occupations. This program allows our members to attain the knowledge and skills they need to perform demanding tasks in diverse environments, as well as optimize their professional development. After you graduate, you will be guaranteed a job in your field with the Canadian Armed Forces. Your salary will continue to increase through professional experience and promotions. Two months of service are required for every month of paid education.

26. How appealing does this program sound to you?

| | |
|---------------------------------|---|
| Very appealing | 4 |
| Somewhat appealing | 3 |
| Not very appealing | 2 |
| Not at all appealing | 1 |
| Don't know/Prefer not to answer | 9 |

27. Why?

| | |
|---------------------------------|---|
| [OPEN END] | |
| Don't know/Prefer not to answer | 9 |

28. Now that you know about this program, are you any more likely to consider a career in the Canadian Armed Forces?

| | |
|---------------------------------|---|
| Much more likely | 5 |
| Somewhat more likely | 4 |
| Does not make a difference | 3 |
| Somewhat less likely | 2 |
| Much less likely | 1 |
| Don't know/Prefer not to answer | 9 |

Section 4: The Canadian Armed Forces as a career option

29. Imagine someone you know (a relative or friend) said they were already considering joining the Canadian Armed Forces or one of its environments – the Army, the Royal Canadian Air Force (RCAF) or the Royal Canadian Navy (RCN). How likely would you be to support this decision?

| | |
|---------------------------------|---|
| Very likely | 4 |
| Somewhat likely | 3 |
| Not very likely | 2 |
| Not at all likely | 1 |
| Don't know/Prefer not to answer | 9 |

30. Why?

[OPEN END]

Don't know/Prefer not to answer 9

31. How interested do you think today's young Canadians (those 18-24 years of age) are in joining the Canadian Armed Forces?

Very interested 4

Somewhat interested 3

Not very interested 2

Not at all interested 1

Don't know/Prefer not to answer 9

32. And how interested do you think today's young Canadians (those 18-24 years of age) should be in joining the Canadian Armed Forces?

Very interested 4

Somewhat interested 3

Not very interested 2

Not at all interested 1

Don't know/Prefer not to answer 9

Earlier, you were asked to pick up to three things from a list we provided that you think are of greatest importance as you think about your career options. For each of the things you selected, please indicate how well or poorly a career in the Canadian Armed Forces is likely to deliver on that aspect.

33. [Pipe in first item selected at Q14]

34. [Pipe in second item selected at Q14]

35. [Pipe in third item selected at Q14]

A career in the Canadian Armed Forces would probably be very good on this aspect 5

A career in the Canadian Armed Forces would probably be somewhat good on this aspect 4

A career in the Canadian Armed Forces would be neither good nor poor on this aspect 3

A career in the Canadian Armed Forces would probably be somewhat poor on this aspect 2

A career in the Canadian Armed Forces would probably be very poor on this aspect 1

Don't know/Prefer not to answer 9

There are a number of factors people might consider for why they would or would not consider a career in the Canadian Armed Forces. [Rotate order of Q36 and Q37 and randomize variables within each list.]

36. Below is a list of factors that may make someone consider pursuing a career in the Canadian Armed Forces. Please identify up to three that you think are most compelling. If there are none you think are compelling or less than three, please feel free to pick none or less than three. [Randomize]

| | |
|--|----|
| Free university education (paid education) | 1 |
| Free medical / dental | 2 |
| Job training and development | 3 |
| Valuable work experience | 4 |
| Opportunities for growth and career advancement | 5 |
| A wide variety of jobs | 6 |
| A wide variety of transferable skills | 7 |
| Serving the country | 8 |
| Helping others | 9 |
| Working with state-of-the-art technology | 10 |
| Interesting challenges | 11 |
| Traveling to other parts of the country and world | 12 |
| Possibility of combat | 13 |
| Typically involves a lot of physical labour | 14 |
| New pay increase and benefits | 15 |
| Work-life balance | 16 |
| Staying fit | 17 |
| Job satisfaction | 18 |
| The feeling of making a difference | 19 |
| Proximity to family and friends | 20 |
| Long-term stability | 21 |
| Diverse and inclusive working environment | 22 |
| Team oriented jobs | 23 |
| Unique experiences | 24 |
| Flexibility | 25 |
| Part-time work | 26 |
| Full-time work | 0 |
| None of these are compelling reasons to join the Canadian Armed Forces | 99 |
| Don't know/Prefer not to answer | |

37. Below is a list of factors that may make someone decide NOT to consider pursuing a career in the Canadian Armed Forces. Please identify up to three that you think are least compelling. If there are none you think are least compelling or less than three, please feel free to pick none or less than three. [Randomize]

| | |
|---|----|
| Work experience that does not help outside of the Canadian Armed Forces | 1 |
| Limited opportunities for career advancement | 2 |
| Limited opportunities for training | 3 |
| Limited variety of jobs | 4 |
| Having to move every few years | 5 |
| Being exposed to danger | 6 |
| Having to follow orders | 7 |
| Having a family | 8 |
| Being away from home and family | 9 |
| Lack of stability | 10 |
| Limited job opportunities in technical occupations and skilled trades | 11 |
| Unable to fully utilize one's talent | 12 |
| Possibility of combat | 13 |
| Typically involves a lot of physical labour | 14 |

| | |
|--|----|
| Lack of physical fitness required | 15 |
| Requires a minimum commitment | 16 |
| The salary and benefits | 17 |
| Work-life balance | 18 |
| Concerns about mental health | 19 |
| Does not align with personal passions/long-term career goals | 20 |
| Stage of life/not wanting a change | 21 |
| Don't know what jobs are available | 22 |
| Lack of flexibility | 23 |
| Diverse and inclusive working environment | 24 |
| None of these are compelling reasons <u>not</u> to join the Canadian Armed Forces | 0 |
| Don't know/Prefer not to answer | 99 |
| 38. Having seen the list of factors people might consider for why they would or would not consider a career in the Canadian Armed Forces, would you say the benefits significantly outweigh the drawbacks, the benefits somewhat outweigh the drawbacks, the drawbacks somewhat outweigh the benefits, or the drawbacks significantly outweigh the benefits? | |
| The benefits significantly outweigh the drawbacks | 4 |
| The benefits somewhat outweigh the drawbacks | 3 |
| The drawbacks somewhat outweigh the benefits | 2 |
| The drawbacks significantly outweigh the benefits | 1 |
| Don't know/Prefer not to answer | 9 |
| 39. And having seen the list of factors people might consider for why they would or would not consider a career in the Canadian Armed Forces, is a career in the Canadian Armed Forces an excellent, good, fair, poor, or terrible career choice for you? | |
| Excellent | 5 |
| Good | 4 |
| Fair | 3 |
| Poor | 2 |
| Terrible | 1 |
| Don't know/Prefer not to answer | 9 |
| If you learned the following were offered with a career in the Canadian Armed Forces, how much more or less likely would you be to consider a career in the Canadian Armed Forces? [Randomize] | |
| 40. A competitive salary | |
| 41. A signing bonus | |
| 42. 4-6 weeks of paid vacation | |
| 43. Paid parental leave, at up to 93% of your annual salary | |
| 44. A pension plan | |
| 45. Health, dental, and vision coverage | |
| 46. Paid education and training opportunities | |
| 47. Paid sick leave | |
| 48. Counseling, and relocation support services | |
| 49. Opportunities to travel the world | |

| | |
|---------------------------------|---|
| Much more likely | 5 |
| Somewhat more likely | 4 |
| Neither more nor less likely | 3 |
| Somewhat less likely | 2 |
| Much less likely | 1 |
| Don't know/Prefer not to answer | 9 |

50. Where would you most likely look for information about career opportunities in the Canadian Armed Forces? Please select all that apply.

| | |
|--|---|
| Department of National Defence/Official Government of Canada website | 1 |
| Forces.ca/Official Government of Canada website | 2 |
| Social media (Facebook, Instagram, Tik Tok, Reddit, etc.) | 3 |
| Job board (Indeed, LinkedIn, etc.) | 4 |
| Career fairs/Job fairs | 5 |
| Friends or family in the military | 6 |
| Visiting a local recruitment office in person | 7 |
| Other (please specify) | 8 |
| Don't know/Prefer not to answer | 9 |

51. Which type of recruitment message about a career in the Canadian Armed Forces would most likely capture your attention? Please select all that apply.

| | |
|--|---|
| Stories of personal growth and achievement | 1 |
| Opportunities for travel and adventure | 2 |
| Serving and protecting Canada | 3 |
| Skills training and future career pathways | 4 |
| Competitive pay and benefits | 5 |
| Working in a collaborative, team-focused environment | 6 |
| Don't know/Prefer not to answer | 9 |

To what extent do you agree or disagree with each of the following statements? [Randomize]

52. I could see myself joining the Canadian Armed Forces
53. Working in the Canadian Armed Forces is no different than any other job
54. People join the Canadian Armed Forces when they have few other options available
55. In my home, the Canadian Armed Forces are not seen as a positive career choice
56. There is a wide variety of professions within the Canadian Armed Forces
57. A career in the Canadian Armed Forces also open doors to success in careers outside of the Canadian Armed Forces
58. I believe that active members of the Canadian Armed Forces and their families are not provided with the support they need
59. A career in the Canadian Armed Forces makes it difficult to raise a family
60. I would be proud to be in the Canadian Armed Forces
61. The Canadian Armed Forces are not really essential anymore
62. I'm afraid I would be discriminated against if I pursued a career in the Canadian Armed Forces

| | |
|--|----|
| Strongly agree | 4 |
| Somewhat agree | 3 |
| Somewhat disagree | 2 |
| Strongly disagree | 1 |
| Don't know/Not sure | 9 |
| 63. Have you heard, read or seen anything recently about an announcement to improve compensation and benefits for members of the Canadian Armed Forces? | |
| Yes, clearly recall | 1 |
| Yes, vaguely recall | 2 |
| No, do not recall | 3 |
| Don't know/Prefer not to answer | 9 |
| 64. [IF Q63=1,2] What did you read, see or hear? [OPEN-END.] | |
| [DO NOT READ] Don't know/Prefer not to answer | 99 |
| <p>On August 8, 2025, the Government of Canada announced improvements to compensation and benefits for Canadian Armed Forces members to be rolled out over the next 12 months. These improvements include increases to total pay, recruitment and retention allowances, as well as other allowances in recognition of the unique demands facing Canadian Armed Forces members.</p> | |
| 65. Based on what you know right now, is this something you strongly support, somewhat support, neither support nor oppose, somewhat oppose, or strongly oppose? | |
| Strongly support | 1 |
| Somewhat support | 2 |
| Neither support nor oppose | 3 |
| Somewhat oppose | 4 |
| Strongly oppose | 5 |
| Don't know/Prefer not to answer | 9 |
| 66. [If somewhat/strongly oppose] Why do you feel that way? | |
| [OPEN END] | |
| Don't know/Prefer not to answer | 9 |
| 67. Does knowing this make consideration of a career in the Canadian Armed Forces more attractive? | |
| Yes, significantly more attractive | 1 |
| Yes, somewhat more attractive | 2 |
| No real difference | 3 |
| Don't know/Prefer not to answer | 9 |

Section 5: Demographics

68. Do you identify as any of the following? [Select all that apply.]

| | |
|---|---|
| An Indigenous person, that is, First Nations, Métis or Inuk (Inuit) | 1 |
| A member of an ethno-cultural or a visible minority group | 2 |
| A member of the 2SLGBTQ+ community | 3 |
| None of the above | 4 |
| Prefer not to answer | 9 |

69. [Ask if Q68>1] Are you...? [Select up to three.]

| | |
|---|----|
| White | 1 |
| South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.) | 2 |
| Chinese | 3 |
| Black | 4 |
| Filipino | 5 |
| Latin American | 6 |
| Arab | 7 |
| Southeast Asian (e.g., Vietnamese, Cambodian, Malaysian, Laotian, etc.) | 8 |
| West Asian (e.g., Iranian, Afghan, etc.) | 9 |
| Korean | 10 |
| Japanese | 11 |
| Other | 77 |
| Don't know/Prefer not to answer | 99 |

70. What is your legal status in Canada?

| | |
|---|---|
| Canadian citizen (by birth, born in Canada) | 1 |
| Canadian citizen (granted citizenship after moving to Canada) | 2 |
| Permanent resident (landed immigrant) | 3 |
| None of the above (e.g., work or study permit, refugee claimant, visitor) | 4 |
| Prefer not to answer | 9 |

71. What is the highest level of formal education that you have completed?

| | |
|--|---|
| Grade 8 or less | 1 |
| Some high school | 2 |
| High school diploma or equivalent | 3 |
| Registered apprenticeship or other trades certificate or diploma | 4 |
| College, CEGEP or other non-university certificate or diploma | 5 |
| University certificate or diploma below bachelor's level | 6 |
| Bachelor's degree | 7 |
| Post graduate degree above bachelor's level | 8 |
| Don't know/Prefer not to answer | 9 |

72. Which of the following categories best describes your total household income? That is, the total income of all persons in your household combined, before taxes.

| | |
|-----------------------------------|---|
| Under \$20,000 | 1 |
| \$20,000 to just under \$40,000 | 2 |
| \$40,000 to just under \$60,000 | 3 |
| \$60,000 to just under \$80,000 | 4 |
| \$80,000 to just under \$100,000 | 5 |
| \$100,000 to just under \$150,000 | 6 |
| \$150,000 and above | 7 |
| Don't know/Prefer not to answer | 9 |

73. Which of the following best describes the size of community in which you live?

| | |
|---|---|
| Population of 100,000 or more | 1 |
| Population of between 30,000 and 99,999 residents | 2 |
| Population of between 1,000 and 29,999 residents | 3 |
| Population of less than 1,000 residents | 4 |
| Don't know/Prefer not to answer | 9 |

74. To the best of your knowledge, do you live within 100km of a Canadian Armed Forces base, wing, or Royal Military College?

| | |
|---------------------------------|---|
| Yes | 1 |
| No | 2 |
| Don't know/Prefer not to answer | 9 |

75. Please indicate whether you know someone who is a current or former member the Canadian Armed Forces?

| | |
|---|---|
| Know at least one current member, but have never known a veteran (that is, a former Canadian Armed Forces member) | 1 |
| Know or have known a veteran, but do not know a current Canadian Armed Forces member | 2 |
| Know both at least one current Canadian Armed Forces member and have known or know at least one veteran | 3 |
| I have never known anyone who was ever been in the Canadian Armed Forces | 3 |
| Don't know/Prefer not to answer | 9 |

76. Is there any other feedback you would like to provide to Canadian Armed Forces recruiters? [open end]

| | |
|----------------------------------|---|
| I have nothing additional to say | 1 |
| Don't know/Prefer not to answer | 9 |

This concludes the survey. Thank you very much for your thoughtful feedback. It is much appreciated.

[Pre-test only add questions A through J.]

- A. Did you find any aspect of this survey difficult to understand? Y/N
- B. [If yes] Please describe what you found difficult to understand.
- C. Did you find the way any of the questions in this survey were asked made it difficult for you to provide your answer? Y/N
- D. [If yes] Please describe the problem with how the question was asked.
- E. Did you experience any difficulties with the language? Y/N
- F. [If yes] Please describe what difficulties you had with the language.
- G. Did you find any terms confusing? Y/N
- H. [If yes] Please describe what terms you found confusing.
- I. Did you encounter any other issues during the course of this survey that you would like us to be aware of? Y/N
- J. [If yes] What are they?

This concludes the survey. Thank you for your participation!

Appendix D: Recruitment screener

Focus group summary

- Recruit 8 participants for 6-8 to show.
- Groups are 90 minutes to 2 hours in length.
- All groups will be conducted with young adults 18-34 years of age. The groups will be organized based on region, age, official language and proximity to a Canadian Armed Forces base, wing, or RMC campus.
- Aim for a good mix of Canadian citizens (5/8) and Permanent Residents (3/8).
- Aim for at least two women, visible minorities and Indigenous participants per group.
- Ensure good mix of other demos (age, income, education, etc.).
- Participants will receive an honorarium of \$150.

| Group # | Audience | Region/Language | Time |
|-----------------------------|--|---------------------|---|
| Monday, December 1, 2025 | | | |
| Group 1 (SC) | 18-24-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | 3:00 pm ET / 4:00 pm AT / 4:30 pm NT |
| Group 2 (SC) | 18-24-year-olds who do not live near base/wing/RMC | Canada (FR) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT / 4:30 pm CT / 3:30 pm MT / 2:30 pm PT |
| Group 3 (SEC) | 18-24-year olds who do not live near base/wing/RMC | Western Canda (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |
| Tuesday, December 2, 2025 | | | |
| Group 4 (SC) | 18-24-year olds who live near base/wing/RMC | Eastern Canada (EN) | 3:00 pm ET / 4:00 pm AT / 4:30 pm NT |
| Group 5 (SC) | 18-24-year-olds who live near base/wing/RMC | Canada (FR) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT / 4:30 pm CT / 3:30 pm MT / 2:30 pm PT |
| Group 6 (SEC) | 18-24-year olds who live near base/wing/RMC | Western Canada (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |
| Wednesday, December 3, 2025 | | | |
| Group 7 (SC) | 25-34-year-olds who do not live near base/wing/RMC | Canada (FR) | 5:00 pm ET / 6:00 pm AT / 6:30 pm NT / 4:00 pm CT / 3:00 pm MT / 2:00 pm PT |
| Group 8 (SC) | 25-34-year-olds who live near base/wing/RMC | Canada (FR) | 7:30 pm ET / 8:30 pm / 9:00 pm NT / 6:30 pm CT / 5:30 pm MT / 4:30 pm PT |
| Tuesday, December 9, 2025 | | | |
| Group 9 (SEC) | 25-34-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT |
| Group 10 (SEC) | 25-34-year-olds who do not live near base/wing/RMC | Western Canada (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |

| | | | |
|------------------------------|---|---------------------|---|
| Wednesday, December 10, 2025 | | | |
| Group 11 (SEC) | 25-34-year-olds who live near base/wing/RMC | Eastern Canada (EN) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT |
| Group 12 (SEC) | 25-34-year-olds who live near base/wing/RMC | Western Canada (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |

Hello/Bonjour, this is _____ calling on behalf of Earnscliffe, a national public opinion research firm. We are organizing a series of discussion groups on issues of importance on behalf of the Government of Canada, for the Department of National Defense more specifically. The discussion will be about understanding views related to the Canadian Armed Forces. We are looking for people who would be willing to participate in an up to 2-hour online discussion group. Up to 8 participants will be taking part and, for their time, participants will receive an honorarium of \$150. May I continue?

Yes Continue
 No Thank and terminate

Participation is voluntary. We are interested in hearing your opinions; no attempt will be made to sell you anything or change your point of view. The format is a ‘round table’ discussion led by a research professional. All opinions expressed will remain anonymous and views will be grouped together to ensure no particular individual can be identified. I would like to ask you a few questions to see if you or someone in your household qualify to participate. This will take about three minutes. May I continue?

Yes Continue
 No Thank and terminate

Monitoring text:

READ TO ALL: “This call may be monitored or audio taped for quality control and evaluation purposes.

ADDITIONAL CLARIFICATION IF NEEDED:

To ensure that I (the interviewer) am reading the questions correctly and collecting your answers accurately;

To assess my (the interviewer) work for performance evaluation;

To ensure that the questionnaire is accurate/correct (i.e. evaluation of CATI programming and methodology – we’re asking the right questions to meet our clients’ research requirements – kind of like pre-testing)

If the call is audio taped, it is only for the purposes of playback to the interviewer for a performance evaluation immediately after the interview is conducted or it can be used by the Project Manager/client to evaluate the questionnaire if they are unavailable at the time of the interview – all audio tapes are destroyed after the evaluation.

1. Do you or does anyone in your immediate family or household work in any of the following areas?

| | Yes | No |
|---|-----|----|
| A marketing research firm | 1 | 2 |
| A magazine or newspaper, online or print | 1 | 2 |
| A radio or television station | 1 | 2 |
| A public relations company | 1 | 2 |
| An advertising agency or graphic design firm | 1 | 2 |
| An online media company or as a blog writer | 1 | 2 |
| The government, whether federal, provincial or municipal | 1 | 2 |
| The Canadian Armed Forces or Department of National Defence | 1 | 2 |

If “yes” to any of the above, thank and terminate.

2. Could you please tell me which of the following age categories you fall into? Are you...?

| | | |
|-------------------|----|---------------------------|
| Under 18 | 1 | [Thank and terminate] |
| 18-24 | 2 | [Proceed for groups 1-6] |
| 25-34 | 3 | [Proceed for groups 7-12] |
| Over 34 | 4 | [Thank and terminate] |
| Prefer not to say | 99 | [Thank and terminate] |

3. Which province or territory do you live in? (Ensure good mix within region)

For the groups with residents of Canada in French (2, 5, 7, 8) participants will be from any region/province of the country; expected to be predominantly from Eastern Canada.

Eastern Canada (Groups 1, 4, 9, 11)

| | |
|---------------------------|---|
| Newfoundland and Labrador | 1 |
| Nova Scotia | 2 |
| New Brunswick | 3 |
| Prince Edward Island | 4 |
| Quebec | 5 |
| Ontario | 6 |

Western Canada (Groups 3, 6, 10, 12)

| | | |
|-----------------------|----|---------------------|
| Manitoba | 7 | |
| Saskatchewan | 8 | |
| Alberta | 9 | |
| British Columbia | 10 | |
| Nunavut | 11 | |
| Northwest Territories | 12 | |
| Yukon | 13 | |
| None of the above | 99 | Thank and terminate |

4. Do you live within 100km or less, of any of the following communities?

For groups 1, 2, 3, 7, 9, 10, participants will not live within 100km of any of the following communities.

For groups 4, 5, 6, 8, 11, 12, participants will live within 100km of any of the following communities.

Eastern Canada

| | |
|----------------|----|
| Gander | 1 |
| Goose Bay | 2 |
| Halifax | 3 |
| Bagotville | 4 |
| Greenwood | 5 |
| Gagetown | 6 |
| Trenton | 7 |
| Borden | 8 |
| Petawawa | 9 |
| North Bay | 10 |
| RMC Kingston | 11 |
| RMC Saint Jean | 12 |

Western Canada

| | |
|-----------|----|
| Winnipeg | 13 |
| Shilo | 14 |
| Moose Jaw | 15 |
| Cold Lake | 16 |
| Suffield | 17 |
| Comox | 18 |
| Esquimalt | 19 |

5. Are you...? (Aim for 50/50 split)

| | |
|-----------------------|---|
| Male gender | 1 |
| Female gender | 2 |
| Other gender identity | 3 |

6. Are you an Indigenous person, that is, First Nations (Status or non-Status) (North American Indian), Métis, or Inuk (Inuit)?

| | | |
|-----|---|------------|
| Yes | 1 | [Go to Q8] |
| No | 2 | |

Aim for a minimum of two Indigenous persons per group.

7. To make sure that we speak to a diversity of people, could you please tell me what is your ethnic background? (Do not read. Ensure good mix)

| | |
|--|----|
| White | 1 |
| Chinese | 2 |
| South Asian (i.e., East Indian, Pakistani, etc.) | 3 |
| Black | 4 |
| Filipino | 5 |
| Latin American | 6 |
| Southeast Asian (i.e. Vietnamese, etc.) | 7 |
| Arab | 8 |
| West Asian (i.e. Iranian, Afghan, etc.) | 9 |
| Korean | 10 |
| Japanese | 11 |
| Other (please specify) | 12 |
| No response | 13 |

Aim for a minimum of two visible minority [non-Caucasian] participants per group.

8. What is your current employment status? (Ensure good mix)

| | | |
|-------------------|---|-----------------------|
| Working full-time | 1 | |
| Working part-time | 2 | |
| Self-employed | 3 | |
| Retired | 4 | |
| Unemployed | 5 | |
| Student | 6 | |
| Other | 7 | |
| No response | 9 | [Thank and terminate] |

9. Which of the following categories best describes your total household income; that is, the total income of all persons in your household combined, before taxes? [Read list] Ensure good mix

| | | |
|------------------------------|---|-----------------------|
| Under \$20,000 | 1 | |
| \$20,000 to under \$40,000 | 2 | |
| \$40,000 to under \$60,000 | 3 | |
| \$60,000 to under \$80,000 | 4 | |
| \$80,000 to under \$100,000 | 5 | |
| \$100,000 to under \$150,000 | 6 | |
| \$150,000 or more | 7 | |
| No response | 9 | [Thank and terminate] |

10. What is the last level of education that you have completed? (Ensure good mix)

| | | |
|------------------------------|---|-----------------------|
| Elementary/Middle school | 1 | |
| Some high school only | 2 | |
| Completed high school | 3 | |
| Some college/university | 4 | |
| Completed college/university | 5 | |
| No response | 9 | [Thank and terminate] |

11. Have you participated in a discussion or focus group before? A discussion group brings together a few people in order to know their opinion about a given subject.

| | | |
|------------------------|---|-----------------------|
| Yes | 1 | |
| No | 2 | [Skip to Q14] |
| Don't know/No response | 9 | [Thank and terminate] |

12. When was the last time you attended a discussion or focus group?

| | | |
|---------------------------------|---|-----------------------|
| If within the last 6 months | 1 | [Thank and terminate] |
| If not within the last 6 months | 2 | |
| Don't know/No response | 9 | [Thank and terminate] |

13. How many of these sessions have you attended in the last five years?

| | | |
|------------------------|---|-----------------------|
| If 4 or less | 1 | |
| If 5 or more | 2 | [Thank and terminate] |
| Don't know/No response | 9 | [Thank and terminate] |

This research will require participating in a video call online.

14. Do you have access to a desktop or laptop computer with high-speed internet which will allow you to participate in an online discussion group?

| | |
|-----|-----------------------|
| Yes | |
| No | [Thank and terminate] |

15. Does your desktop or laptop computer have a camera that will allow you to be visible to the moderator and other participants as part of an online discussion group?

| | |
|-----|-----------------------|
| Yes | |
| No | [Thank and terminate] |

16. Do you have a personal email address that is currently active and available to you?

- Yes [Please record email]
- No [Thank and terminate]

INVITATION

17. Participants in discussion groups are asked to voice their opinions and thoughts. How comfortable are you in voicing your opinions in front of others? Are you...? (READ LIST)

- Very comfortable 1 Minimum 4 per group
- Fairly comfortable 2
- Comfortable 3
- Not very comfortable 4 [Thank and terminate]
- Not at all comfortable 5 [Thank and terminate]
- DK/NR 9 [Thank and terminate]

18. Sometimes participants are asked to read text, review images, or type out answers during the discussion. Is there any reason why you could not participate?

- Yes 1 [Ask Q19]
- No 2 [Skip to Q21]
- DK/NR 9 [Thank and terminate]

19. Is there anything we could do to ensure that you can participate?

- Yes 1 [Ask Q20]
- No 2 [Thank and terminate]
- DK/NR 9 [Thank and terminate]

20. What specifically? [OPEN END]

INTERVIEWER TO NOTE FOR POTENTIAL ONE-ON-ONE INTERVIEW

21. Based on your responses, it looks like you have the profile we are looking for. I would like to invite you to participate in a small group discussion, called an online focus group, we are conducting at [TIME], on [DATE]

As you may know, focus groups are used to gather information on a particular subject matter. The discussion will consist of 6 to 8 people and will be very informal.

It will last up to up to 2 hours and you will receive \$150.00 as a thank you for your time. Would you be willing to attend?

- Yes 1 Recruit
- No 2 Thank and terminate

Don't know/Prefer not to say

9

Thank and terminate

PRIVACY QUESTIONS

Now I have a few questions that relate to privacy, your personal information and the research process. We will need your consent on a few issues that enable us to conduct our research. As I run through these questions, please feel free to ask me any questions you would like clarified.

P1) First, we will be providing a list of respondents' first names and profiles (screener responses) to the moderator so that they can sign you into the group. Do we have your permission to do this? I assure you it will be kept strictly confidential.

| | | |
|-----|---|-----------|
| Yes | 1 | Go to P2 |
| No | 2 | Go to P1a |

We need to provide the first names and background of the people attending the focus group because only the individuals invited are allowed in the session and this information is necessary for verification purposes. Please be assured that this information will be kept strictly confidential.

P1a) Now that I've explained this, do I have your permission to provide your first name and profile?

| | | |
|-----|---|-------------------|
| Yes | 1 | Go to P2 |
| No | 2 | Thank & terminate |

P2) A recording of the group session will be produced for research purposes. The recordings will be transcribed using Artificial Intelligence and used by the research professional to assist in preparing a report on the research findings and may be used by the Government of Canada for internal reporting purposes.

Do you agree to be recorded for research and reporting purposes only?

| | | |
|-----|---|--|
| Yes | 1 | Thank & Go to P3 |
| No | 2 | Read respondent info below & go to P2a |

It is necessary for the research process for us to record the session as the researchers need this material to complete the report.

P2a) Now that I've explained this, do I have your permission for recording?

Yes 1 Thank & Go to P3
 No 2 Thank & terminate

P3) Employees from the Government of Canada may also be online to observe the groups.

Do you agree to be observed by Government of Canada employees?

Yes 1 Thank & Go to invitation
 No 2 Go to P3a

P3a) It is standard qualitative procedure to invite clients, in this case, Government of Canada employees, to observe the groups online. They will be there simply to hear your opinions firsthand although they may take their own notes and confer with the moderator on occasion to discuss whether there are any additional questions to ask the group.

Do you agree to be observed by Government of Canada employees?

Yes 1 Thank & Go to invitation
 No 2 Thank & terminate

INVITATION:

Wonderful, you qualify to participate in one of our discussion sessions. As I mentioned earlier, the group discussion will take place on [DATE] at [TIME] for up to 2 hours.

| Group # | Audience | Region/Language | Time |
|---------------------------|--|---------------------|---|
| Monday, December 1, 2025 | | | |
| Group 1 | 18-24-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | 3:00 pm ET / 4:00 pm AT / 4:30 pm NT |
| Group 2 | 18-24-year-olds who do not live near base/wing/RMC | Canada (FR) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT / 4:30 pm CT / 3:30 pm MT / 2:30 pm PT |
| Group 3 | 18-24-year-olds who do not live near base/wing/RMC | Western Canda (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |
| Tuesday, December 2, 2025 | | | |
| Group 4 | 18-24-year-olds who live near base/wing/RMC | Eastern Canada (EN) | 3:00 pm ET / 4:00 pm AT / 4:30 pm NT |
| Group 5 | 18-24-year-olds who live near base/wing/RMC | Canada (FR) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT / 4:30 pm CT / 3:30 pm MT / 2:30 pm PT |

| | | | |
|------------------------------|--|---------------------|---|
| Group 6 | 18-24-year-olds who live near base/wing/RMC | Western Canada (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |
| Wednesday, December 3, 2025 | | | |
| Group 7 | 25-34-year-olds who do not live near base/wing/RMC | Canada (FR) | 5:00 pm ET / 6:00 pm AT / 6:30 pm NT / 4:00 pm CT / 3:00 pm MT / 2:00 pm PT |
| Group 8 | 25-34-year-olds who live near base/wing/RMC | Canada (FR) | 7:30 pm ET / 8:30 pm / 9:00 pm NT / 6:30 pm CT / 5:30 pm MT / 4:30 pm PT |
| Tuesday, December 9, 2025 | | | |
| Group 9 | 25-34-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT |
| Group 10 | 25-34-year-olds who do not live near base/wing/RMC | Western Canada (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |
| Wednesday, December 10, 2025 | | | |
| Group 11 | 25-34-year-olds who live near base/wing/RMC | Eastern Canada (EN) | 5:30 pm ET / 6:30 pm AT / 7:00 pm NT |
| Group 12 | 25-34-year-olds who live near base/wing/RMC | Western Canada (EN) | 8:00 pm ET / 7:00 pm CT / 6:00 pm MT / 5:00 pm PT |

Can I confirm your email address so that we can send you the link to the online discussion group?

We ask that you login a few minutes early to be sure you are able to connect and to test your sound (speaker and microphone). If you require glasses for reading, please make sure you have them handy as well.

As we are only inviting a small number of people, your participation is very important to us. If for some reason you are unable to attend, please call us so that we may get someone to replace you. You can reach us at [INSERT PHONE NUMBER] at our office. Please ask for [NAME]. Someone will call you in the days leading up to the discussion to remind you.

So that we can call you to remind you about the discussion group or contact you should there be any changes, can you please confirm your name and contact information for me?

First name
 Last Name
 email
 Daytime phone number
 Evening phone number

If the respondent refuses to give his/her first or last name, email or phone number please assure them that this information will be kept strictly confidential in accordance with the privacy

law and that it is used strictly to contact them to confirm their attendance and to inform them of any changes to the discussion group. If they still refuse thank and terminate.

Appendix E: Discussion guide

Introduction

Section time: 10 minutes / Cumulative time: 10 minutes

Moderator introduces herself/himself and her/his role: role of moderator is to ask questions, make sure everyone has a chance to express themselves, keep track of the time, be objective/no special interest.

- The name of the firm the moderator works for, and the type of firm that employs them (i.e., an independent marketing research firm).
- Role of participants: speak openly and frankly about opinions, remember that there are no right or wrong answers and no need to agree with each other.
- Results are confidential and reported all together/individuals are not identified/participation is voluntary.
- The length of the session (up to 2 hours).
- The presence of any observers, their role and purpose, and the means of observation (observers viewing and listening in remotely).
 - As observers, they are not allowed to do their own recording or take a screenshot of any part of the session, and neither can participants.
- The presence and purpose and intended use of any recording or artificial intelligence.
- Confirm participants are comfortable with the platform and some of the specific settings such as: how to mute and unmute themselves; where the hand raise button is; and, the chat box.

- As mentioned, when we invited you to participate in this discussion group, we're conducting research on behalf of the Department of National Defence (DND) and the Canadian Armed Forces, more specifically. The purpose of the research is to explore your views related to the Canadian Armed Forces.

Moderator will go around the table and ask participants to introduce themselves.

- To get started, please tell us your first name, where you are joining us from, what you do during the day, and one of your favourite interests or hobbies.

Current mindset and outlook on career prospects

Section time: 15 minutes / Cumulative time: 25 minutes

Today/Tonight we are going to be discussing issues facing Canadian youth/young adults.

- [poll] How are you feeling about the future? Overall, would you say you are feeling optimistic or pessimistic?
- [show poll results] Why do you feel that way? What is it about the future that makes you feel optimistic or pessimistic? Why?
- [poll] How do you feel about your career prospects? Would you describe your career prospects as excellent, good, only fair or poor?

- [show poll results] Why do you feel your career prospects are excellent/good/only fair/poor?
- [create a list on screen] What are the most important things you are looking for when you consider which kind of career to pursue? Why?

Familiarity with and impressions of the Canadian Armed Forces

Section time: 15 minutes / Cumulative time: 40 minutes

- Overall, how familiar would you say you are with the Canadian Armed Forces – very, somewhat, not very or not at all familiar?
 - What do you know about it?
 - How did you come to know this?
- What is your overall impression of the Canadian Armed Forces and the people who serve in the Canadian Armed Forces? Why do you feel that way?
- Does anyone know someone who is a current or former member of the Canadian Armed Forces?
- How knowledgeable do you feel you are about career opportunities in the Canadian Armed Forces? Why?
- [chat] What first comes to mind when you think about a career in the Canadian Armed Forces? Please write it in the chat.
 - Why do you feel that way?
- As far as you know, are the kinds of jobs that you would be interested in available in the Canadian Armed Forces? Why or why not?
- What types of jobs, if any, do you think are available in the Canadian Armed Forces? Why?

Perceptions of the Canadian Armed Forces as a career option

Section time: 35 minutes / Cumulative time: 75 minutes

- [show on screen] Earlier, we made a list together of the most important things you are looking for when you consider which kind of career to pursue. As far as you are concerned, how well or poorly does a career with the Canadian Armed Forces fit with these criteria?
 - Which fit well with a career in the Canadian Armed Forces? Why do you think that?
 - Which fit poorly with a career in the Canadian Armed Forces? Why do you think that?
 - What would need to change or what would you need to learn to feel differently about that? Why?
- [hands up] Has anyone ever considered a career in the Canadian Armed Forces?
- How likely are you to consider a career in the Canadian Armed Forces? Why do you say that?
 - What do you see as the main benefits of a career in the Canadian Armed Forces?
 - What do you see as the main drawbacks of a career in the Canadian Armed Forces? Why?
- [poll] As far as you're concerned, do the benefits of a career in the Canadian Armed Forces outweigh the drawbacks or do the drawbacks outweigh the benefits? Why do you feel that way?
 - [if drawbacks outweigh benefits] What needs to change for you to feel differently about a career in the Canadian Armed Forces? Why?

- [if raises possibility of combat, or danger] There are other career options such as law enforcement and firefighting that present danger. Do you feel any differently about these career choices, or whether you would recommend them? Why? What is different?

I want to share some additional information with you and understand your thoughts/reactions.

- [share screen] First, please take a moment to review the following.
 - Paid education and training opportunities
 - A pension plan
 - A competitive salary
 - Health, dental, and vision coverage
 - Paid parental leave, at up to 93% of your annual salary
 - 4-6 weeks of paid vacation
 - Opportunity for a signing bonus
 - Opportunities to travel the world
 - Paid sick leave
 - Counselling and relocation support services
- Does learning any of this impact how you feel about the attractiveness of a career in the Canadian Armed Forces? Which ones? How so? Why?
- Are any of these benefits particularly important or compelling as reasons to consider a career in the Canadian Armed Forces? Which ones? Why?

[share screen] On August 8, 2025, the Government of Canada announced improvements to compensation and benefits for the Canadian Armed Forces members to be rolled out over the next 12 months. These improvements include increases to total pay, recruitment and retention allowances, as well as other allowances in recognition of the unique demands facing Canadian Armed Forces members.

- What are your initial thoughts/reactions to this information? Why?
- Would you say this is something you generally support or oppose? Why?
- Does knowing this impact your likelihood to consider such a career? Why or why not?

[share screen] The Canadian Armed Forces offers opportunities to serve in the Reserves, an essential part of the Army, Navy, and Air Force. Reservists serve part-time, usually evenings and weekends, while holding civilian jobs or attending post-secondary school. They can choose to deploy based on their circumstances, serving abroad or at home from their local communities.

- Is this appealing? Why or why not?
 - What, if anything, would make it more appealing? Why?
- Does knowing this impact your likelihood to consider such a career? Why or why not?

[share screen] The Canadian Armed Forces offers full tuition and a starting salary of about \$52,000/year through the Non-Commissioned Member Subsidized Training and Education Plan (NCMSTEP). This program covers approved courses at Canadian colleges and universities for

military-related occupations, helping members gain skills for demanding roles and professional growth. Graduates are guaranteed a Canadian Armed Forces job, with salaries increasing through experience and promotion. Service commitment is two months for every month of funded education.

- Is this appealing? Why or why not?
 - What, if anything, would make it more appealing? Why?
- Does knowing this impact your likelihood to consider such a career? Why or why not?

[share screen] Some of the occupations that are part of the program include:

- Geomatics Technician
 - Vehicle Technician
 - Marine Technician
 - Weapons Engineering Technician
 - Aviation Systems Technician
 - Aircraft Structures Technician
 - Construction Technician
 - Electrical Distribution Technician
 - Plumbing and Heating Technician
 - Refrigeration and Mechanical Technician
- What are your reactions to this list?
 - Do any of these stand out or pique your curiosity one way or another? Which ones? Why?
 - Are you interested in any of these careers? Why or why not?
 - Does knowing this impact your likelihood to consider such a career? Why or why not?

Communications

Section time: 20 minutes / Cumulative time: 95 minutes

The Canadian Armed Forces wants to encourage more youth/young adults to join the Forces.

- [show of hands] Has anyone ever seen an ad for the Canadian Armed Forces?
 - Where did you see it?
 - What was the main message?
- What would be the best ways/channels for the Canadian Armed Forces to reach you?
Please probe for specific details/examples.

Concepts

Priority Occupations (Sector videos)

Now I would like to show you an ad/some ads that have been developed/used to encourage youth/young adults to apply to the Canadian Armed Forces.

I will show you a video/static ad. I will play it twice/show you the ad and then we can discuss your thoughts/reactions.

Moderator to probe:

- What is your overall reaction to this ad? What are these ads trying to tell you? What is the main message?
- What does it say to you about a career in the Canadian Armed Forces? Why do you say that?
- What does it say to you about opportunities in the job or the military? Why do you say that?
- How could we better communicate opportunities to you? What platforms would you like to see a video like this on?
- Would this ad inspire you to go to the Forces.ca website for more information?

Occupation advertisements (Creative Armour Soldier)

Now I would like to show you some videos that have been developed/used to encourage youth/young adults to apply to the Canadian Armed Forces.

I will show you three videos for one occupation, which is a specific role held by a person at a particular employer. The videos I am about to show you were created as a trilogy: The Hook video which is the movie trailer for the occupation, the Introduction video which is an overview of the job and finally the Walk & Talk which is where you get to meet the people who do the job. These videos are on the Forces.ca website to learn more about the occupations available. I will show you the video clips twice and then we can discuss your thoughts/reactions.

Hook (30 seconds)

We will start with a hook video. A hook video is meant to get someone's attention and make them want to know more about an occupation. We'll show you the video twice and then we'll talk about it.

- What story was being told?
 - Probe: Show of hands: Did you prefer the "issue must be solved" type narrative, or would you rather see a narrative showing a sequence of visually compelling moments that highlight the career?
- Did the video make you want to learn more about this Canadian Armed Forces occupation?
 - [If no] What would have made you want to find out more?
- After watching this video, do you think it would be more impactful with or without sound? Why?

ITTO (45 seconds)

The Introduction to the Occupation (ITTO) video is traditionally 2 minutes in length. These videos give an overview of a job while also showing b-roll footage (supplemental video that's used to support, illustrate or enhance the main footage) of various tasks performed by the Canadian Armed Forces member and various work locations. We will show you a short clip twice to give you a sense of the video, and then we'll talk about it.

- Did the video give you a good overview of the occupation?
 - [If no] What was missing?

- Did the video make you want to continue watching to learn more about the Canadian Armed Forces occupation?
 - [If no] What would have made you want to find out more?

Walk & Talk (60 seconds)

A walk & talk video is a longer video, typically 3-6 minutes in length. These are informal and meant to be informational. We will show you a shortened clip twice to give you a sense of the video, and then we'll talk about it.

- Was the introduction effective? Why/why not?
- Did the video make you want to continue watching to learn more about the individual and their role?
 - [if no] What would have made you want to keep watching?
- [If not mentioned organically] What did you think about the text on screen during the video?
 - Probe: Did it enhance or distract from the video?

Occupational Video - Overall

- [show of hands] Is anyone more interested in this occupation now that you've seen these videos? Why/why not?
- Of the three videos, 1 being the hook, 2 being the introduction to the occupation and 3 being the walk & talk, which one was the most impactful? Why?
- Pretend you are considering applying to the Canadian Armed Forces tomorrow. What is the one most important piece of information you feel these videos did not provide?
- If these videos appeared in your social media feed, would you continue watching after the first minute? Why/why not?

What media platforms would you like to see videos like this on?

[Moderator to alternate order of Occupation advertisements (Creative Armour Soldier) and Priority occupations (Sector videos) campaigns]

| Group # | Audience | Region/Language | Campaigns shown |
|---------------------------|--|---------------------|---|
| Monday, December 1, 2025 | | | |
| Group 1 | 18-24-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | Priority Occupations (Sector videos) |
| Group 2 | 18-24-year-olds who do not live near base/wing/RMC | Canada (FR) | Occupation advertisements (Creative Armour Soldier) |
| Group 3 | 18-24-year-olds who do not live near base/wing/RMC | Western Canda (EN) | Priority Occupations (Sector videos) |
| Tuesday, December 2, 2025 | | | |
| Group 4 | 18-24-year-olds who live near base/wing/RMC | Eastern Canada (EN) | Occupation advertisements (Creative Armour Soldier) |
| Group 5 | 18-24-year-olds who live near base/wing/RMC | Canada (FR) | Priority Occupations (Sector videos) |

| | | | |
|------------------------------|--|---------------------|---|
| Group 6 | 18-24-year-olds who live near base/wing/RMC | Western Canada (EN) | Priority Occupations (Sector videos) |
| Wednesday, December 3, 2025 | | | |
| Group 7 | 25-34-year-olds who do not live near base/wing/RMC | Canada (FR) | Occupation advertisements (Creative Armour Soldier) |
| Group 8 | 25-34-year-olds who live near base/wing/RMC | Canada (FR) | Priority Occupations (Sector videos) |
| Tuesday, December 9, 2025 | | | |
| Group 9 | 25-34-year-olds who do not live near base/wing/RMC | Eastern Canada (EN) | Occupation advertisements (Creative Armour Soldier) |
| Group 10 | 25-34-year-olds who do not live near base/wing/RMC | Western Canada (EN) | Occupation advertisements (Creative Armour Soldier) |
| Wednesday, December 10, 2025 | | | |
| Group 11 | 25-34-year-olds who live near base/wing/RMC | Eastern Canada (EN) | Priority Occupations (Sector videos) |
| Group 12 | 25-34-year-olds who live near base/wing/RMC | Western Canada (EN) | Occupation advertisements (Creative Armour Soldier) |

Conclusion

Section time: 10 minutes / Cumulative time: 105 minutes

[Moderator to request additional questions are sent via the chat box directly to the moderator and probe on any additional areas of interest.]

- This concludes what we needed to cover tonight. Does anybody have any final thoughts or comments to pass along?
- We really appreciate you taking the time to come down here to share your views. Your input is very important.

Appendix F: Focus group testing materials

Priority Occupations (Sector videos): Concept A Storyboard video ad

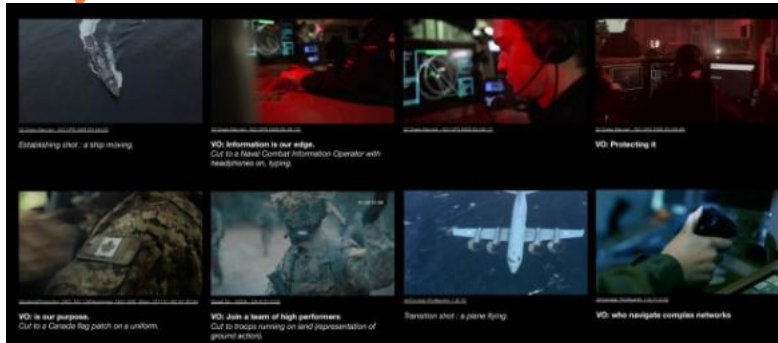


Image description: The sequence opens with a naval ship moving across open water. It cuts to personnel seated at computer stations wearing headsets, typing and monitoring multiple screens displaying system interfaces. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

A close-up of a Canadian flag patch is shown on a uniform. A soldier runs outdoors in a training environment. The scene transitions to an aircraft flying overhead and a close-up of a hand using a control device. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

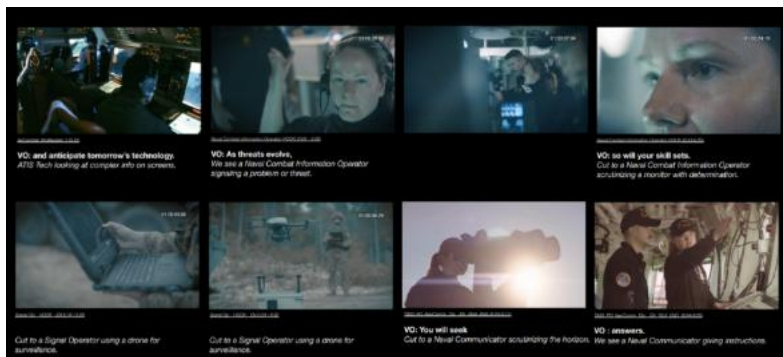


Image description: Multiple personnel are seated at workstations surrounded by screens. One Naval personnel gestures toward a screen while another is shown in close-up concentrating on displayed information. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

A soldier operates a laptop in a wooded area. A drone is shown on the ground and then in flight. A person uses binoculars to scan the horizon while naval personnel communicate onboard a ship. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

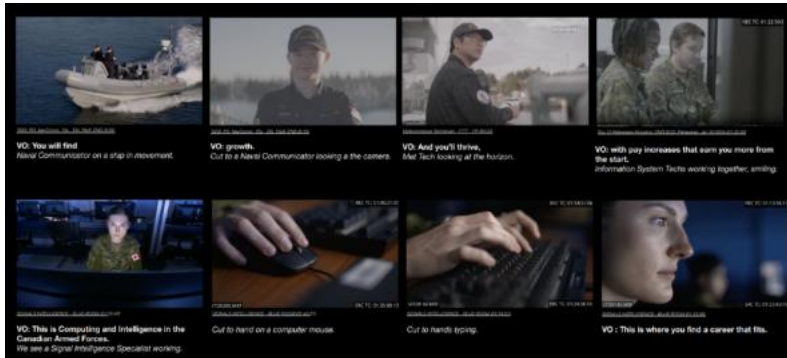


Image description: A small vessel moves across the water with personnel onboard. A naval communicator looks toward the camera. Technicians are shown working outdoors and collaborating in a technical environment. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

A specialist is seated at a workstation with multiple monitors. Close-ups show hands typing and using a mouse. Another shot shows a person reviewing information on a screen. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.



Image description: The sequence concludes with a black screen displaying the Canadian Armed Forces logo and a call to action directing viewers to Forces.ca. This is followed by a Government of Canada signature.

Static ad



Image description: This carousel ad promotes careers in the Computing & Intelligence sector within the Canadian Armed Forces.

- Card 1 introduces the sector with the headline “Find your career in Computing and Intelligence,” featuring a member overlooking a radar installation at sunset. Supporting text highlights transferable skills.
- Card 2 highlights technical and operational opportunities, showing a member positioned near communications infrastructure.
- Card 3 presents a call to action, showing a member aboard a naval vessel with the text “Apply now at Forces.ca.”

The overall theme emphasizes technical expertise and operational roles within the Computing & Intelligence sector.

Priority Occupations (Sector videos): Concept B Storyboard video ad

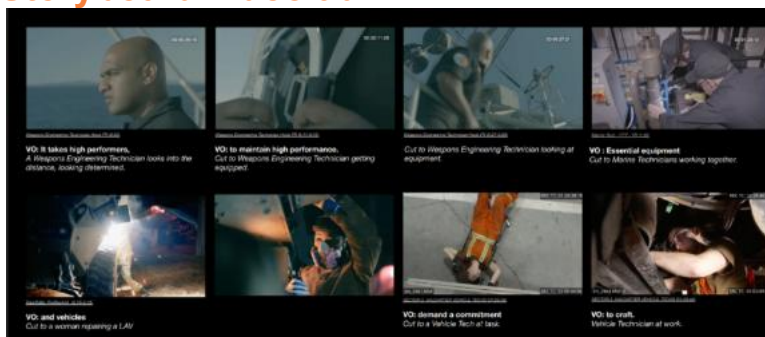


Image description: The sequence opens with a technician looking outward. Close-ups show hands preparing equipment. Additional shots show Naval personnel working near machinery in a mechanical environment. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

A technician welds metal, producing visible sparks. Other technicians work underneath vehicles and inside confined spaces performing repair tasks. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

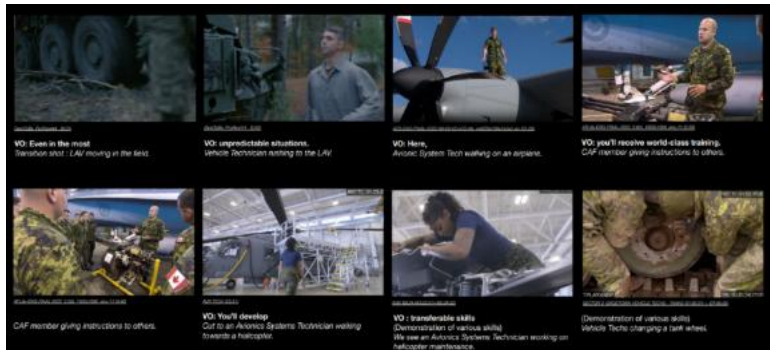


Image description: A light armoured vehicle moves through terrain. A technician walks through a wooded area. Personnel are shown on and around aircraft, including standing on a wing. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

A CAF member provides instruction to a group. Inside a hangar, technicians move toward a helicopter and perform maintenance tasks including component work and wheel changes. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

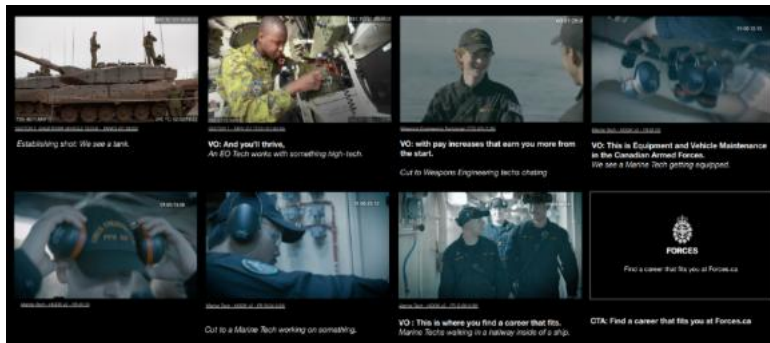


Image description: An establishing shot shows a tank with personnel on top. A technician works with equipment. Two Naval personnel speak near open water while handling tools and components. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

A close-up shows protective headgear being adjusted. A technician works in a confined space. Naval personnel walk through a narrow corridor inside a ship. The sequence emphasizes hands-on technical work, coordination between personnel, and the use of specialized equipment across different environments.

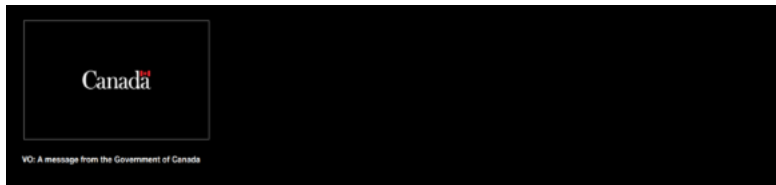


Image description: The sequence concludes with CAF branding and a call to action directing viewers to Forces.ca, followed by a Government of Canada signature.

Static ad



Caption:
Shift your career into gear. Explore roles in Equipment & Vehicle Maintenance and work hands-on with modern military technology.

CTA:
Apply Now

Headline Card 1:
Develop transferable skills

Headline Card 2:
Grow as a leader

Headline Card 3:
Find a career that fits you

Image description: This carousel ad promotes careers in Equipment & Vehicle Maintenance within the Canadian Armed Forces.

- Card 1 introduces the sector with the headline “Find your career in Equipment and Vehicle Maintenance,” showing a member overlooking the ocean on a naval vessel at sunrise. Supporting text emphasizes transferable skills.
- Card 2 highlights technical opportunities within equipment and vehicle maintenance, featuring a member near a helicopter.
- Card 3 presents the call to action, showing helicopter maintenance in an open field with the text “Apply now at Forces.ca.”

The overall theme emphasizes hands-on technical work and operational roles within equipment and vehicle maintenance.

Occupation advertisements (Creative Armour Soldier): Hook video



Video description: This short recruitment video highlights the role of an Armour Soldier in the Canadian Armed Forces. The video opens with fast-paced shots of armoured vehicles and uniformed CAF members operating in a training environment.

The video shows Armour Soldiers working as part of a crew, moving around armoured vehicles and preparing equipment. Scenes include members communicating with one another, handling gear, and operating in outdoor training areas. The visuals emphasize teamwork, coordination, and readiness.

The video concludes with additional shots of armoured vehicles in motion, reinforcing the importance of teamwork and preparedness, followed by the Canadian Armed Forces wordmark and a call to explore careers as an Armour Soldier.

Occupation advertisements (Creative Armour Soldier): Introduction to the occupation video



Video description: This recruitment video provides a closer look at the role of an Armour Soldier in the Canadian Armed Forces. The video opens in a military training environment, showing uniformed CAF members operating armoured vehicles and preparing for training activities.

The video shows Armour Soldiers working as part of a vehicle crew, moving around armoured vehicles, communicating with one another, and handling equipment. Scenes take place outdoors in training areas, highlighting coordinated movements and hands-on operational tasks.

The video concludes with additional shots of armoured vehicles in motion and soldiers working together, emphasizing teamwork and operational preparedness.

Occupation advertisements (Creative Armour Soldier): Walk and talk video



Video description: The video features a single uniformed spokesperson of the Canadian Armed Forces. They are shown speaking directly to the camera in a walk-and-talk style, answering questions about the Armour Soldier occupation. The video opens in a military training environment, where the spokesperson explains their role as part of an armoured vehicle crew and describes how Armour Soldiers train to work together, communicate effectively, and operate as a team.

The spokesperson's presence provides a first-person perspective on the occupation, reinforcing the hands-on and collaborative nature of the work. Their appearance and delivery emphasize professionalism, technical expertise, and teamwork without the use of dramatic gestures or visual effects.