

Invisible No More: June 12, 2026 – The Second Anniversary of the Parliamentary Report on Canadian Women Veterans



June 12, 2026, marks the second anniversary of the landmark parliamentary report, *Invisible No More. The Experiences of Canadian Women Veterans*. This report was tabled in Parliament on June 12, 2024, by ACVA, the House of Commons Standing Committee on Veterans Affairs.

The report made 42 recommendations to improve research, recognition, services, supports, data collection, and accountability for the women who serve or have served in the Canadian Armed Forces and the Royal Canadian Mounted Police. The federal government disagreed with only one recommendation.

With the tabling of this report, some of the unique needs of women Veterans have been formally recognized. The question now is whether the recommendations from the report are being implemented in ways that produce meaningful, measurable, and lasting improvements for Veterans.

Although the report focuses on women Veterans, the implementation lessons are relevant to all Veterans, serving members, families, and the institutions responsible for supporting them.

To date, limited public information has generally been made available on implementation progress for the report recommendations. The Invisible No More (INM) Project was created to help support transparent, evidence-informed monitoring for the implementation of these recommendations.



What the Invisible No More Project Is

The INM Project is co-led by Professor Dr. Maya Eichler and Veteran Dr. Karen Breeck, together with a national team that includes Veterans, researchers, clinicians, and community partners. Funding support has been provided by Veterans Affairs Canada, the Department of National Defence, and the Social Sciences and Humanities Research Council of Canada.

The INM Project is a collaborative multi-year research and engagement initiative to support effective implementation of the recommendations of the parliamentary report. The Project aims to support government's implementation of recommendations by helping to make progress, challenges, and lessons learned more visible over time.



The INM Project is based on a key principle: research, policies, programs, and services are more effective when informed by the experiences of the people they are intended for. Women Veterans with direct experience of the systems being assessed are therefore pivotal partners in helping to shape the INM Project's priorities, activities, and outputs. The INM Project combines evidence-informed research, assessment tools, and Veteran perspectives to better understand what is working but also where further action may still be needed in relation to the implementation of the report's recommendations.

The goal is to support implementation by identifying practical evidence, emerging progress, and remaining gaps in ways that can help departments, partners, and Veterans work toward better outcomes.

One of the INM Project's activities is to produce a 2027 Report Card on the implementation progress of the recommendations of the *Invisible No More. The Experiences of Canadian Women Veterans* parliamentary report. Informed by evidence and by the experiences of women Veterans, the INM Report Card is intended as a plain-language tool to support shared understanding of implementation progress.

Why a Report Card Is Needed

Parliamentary reports can produce strong recommendations, but implementation is often difficult to track. Without public reporting, it can be hard to know whether accepted recommendations are producing real change.

An effective report card needs to distinguish between important early steps and measurable implementation outcomes.

Transitioning from policy design to operational outcomes is a complex challenge across all public sector organizations. Often, initial milestones are noted when an internal framework is drafted, a committee formed or a consultation held. While these are necessary first steps, the INM Report Card serves as a collaborative tool to help departments achieve meaningful implementation so that frontline Veterans experience observable improvements.

The INM Report Card strives to provide a structured, transparent, and evidence-informed way to assess implementation progress.

The Report Card will ask practical questions such as:

- What do the recommendations mean for Veterans directly affected by these issues?
- What implementation steps have been taken by government and partner institutions?
- Are those actions producing measurable improvements for Veterans?
- Do implementation efforts reflect the original purpose of the recommendations?



What the Report Card Will Assess



The INM Report Card will assess progress on all recommendations from the 2024 *Invisible No More. The Experiences of Canadian Women Veterans* parliamentary report. Assessment will consider both what implementation steps have been taken to date and whether those actions are improving outcomes in areas identified as priorities by Veterans directly affected by these issues.

Areas of assessment will include, where relevant:

- access to appropriate VAC services and supports;
- responsiveness to sex-specific health and service-related needs;
- barriers encountered during transition and claims processes;
- research and data collection related to women Veterans;
- coordination and accountability across government departments.



How Progress Will Be Measured

The INM Report Card uses an evolving, structured evaluation framework designed to support fair, transparent, and reproducible assessment as new evidence on reporting best practices emerges over time.

Assessment focuses not only on whether actions were announced or initiated, but also on whether they are producing measurable real-world impact.

Evaluation will consider important questions such as:

- **Action:** Have concrete steps been taken beyond announcements or planning?
- **Fit:** Do the actions address the problem the recommendation was intended to solve?
- **Coordination and Collaboration:** Are the appropriate departments, organizations, and lived-experience partners working effectively together?
- **Clarity and Follow-Through:** Are responsibilities, timelines, funding, and reporting obligations clear?
- **Fairness and Access:** Does implementation consider differences in Veteran experience based on service environment, health status, geography, family status, rank, race, ethnicity, Indigeneity, sexual orientation, stage of life, and other factors?
- **Sustainability:** Is the change likely to last?

The evaluation framework is being designed to support transparent and comparable assessment across recommendations and future reporting periods.



Why This Matters for All Veterans

When systems are better designed to support women Veterans, the benefits often extend beyond that one population, strengthening services for all Veterans. The INM Report Card can help identify gaps, delays, and design problems that affect Veterans of all genders as well as serving members preparing for release.



The quality of recommendation implementation matters not only for fairness and wellbeing, but also for workforce retention, operational effectiveness, public confidence, and the effective use of public resources.

For serving members and Veterans of all genders, better implementation means clearer systems, better use of public funds, and stronger confidence that service-related needs will be recognized and addressed. Better implementation can contribute to healthier workplaces, improved transitions from service to civilian life, stronger recruitment and retention, improved Veteran outcomes, and more coordinated systems of support.

The parliamentary report was built on testimony, evidence, and submissions from Veterans, researchers, clinicians, advocates, and community organizations across Canada. The INM Report Card is intended to help government, Veterans, researchers, media, and the public better understand what progress is occurring, where gaps remain, and whether additional action is required.

Although the INM Project focuses on women Veterans, lessons from its Report Card may help strengthen reporting and implementation of recommendations for all Veterans, and for other sectors and institutions as well.

Next Steps

The *Invisible No More. The Experiences of Canadian Women Veterans* parliamentary report made women Veteran issues visible. The next task is making implementation of solutions to those issues meaningful and measurable.

The INM Report Card is planned for release during the week of June 12, 2027, marking the third anniversary of the tabling of the parliamentary report.

Additional information, updates, and future publications, including the Evergreen Evaluation Strategy for the INM Report Card and related one-pager, will be made available at: www.msvu.ca/InvisibleNoMore

Readers can support the INM Project by sharing relevant implementation updates, connecting decision-makers with the INM Project team, and using INM Project outputs to strengthen policy, programming, research, service delivery, public reporting, and continuous improvement.

For questions or to join the mailing list to receive project updates, contact the INM Project Manager, Kimberley Smith-Evans at: kimberley.smith.evans@msvu.ca

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