



FOR INFORMATION

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TO: Business Board

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DATE: April 15, 2026, for April 22, 2026

AGENDA ITEM: 5

ITEM IDENTIFICATION:

People Strategy, Equity & Culture Report 2025

JURISDICTIONAL INFORMATION:

This report is provided for information only. Business Board has jurisdiction over employee policies and terms and conditions of employment for administrative and unionized staff.

GOVERNANCE PATH:

1. Business Board for information (April 22, 2026)

PREVIOUS ACTION TAKEN:

This is an annual report. Business Board received the 2024 People Strategy, Equity & Culture Report on April 23, 2025.

HIGHLIGHTS:

The People Strategy, Equity & Culture Report 2025, presented for the first time in digital form, highlights how the Division demonstrated strategic leadership and creative support for the U of T community and institutional partners across its five portfolios: University Human Resources, Equity, Safety & High Risk, Labour and UTFA Relations, and Indigenous Initiatives. The Report focuses on initiatives undertaken between January 1 and December 31, 2025.

Key Points from the Report:

- PSEC collaborated with the Vice-President and Provost to support the Review of the *Statement on Prohibited Discrimination and Discriminatory Harassment*, which resulted in a Co-Chairs'

[Report](#) with 13 recommendations to enhance the University's pathways for handling concerns and complaints of discrimination. In late 2025, PSEC advanced efforts to implement the Report's first recommendation: developing a [new policy](#) to address discrimination and harassment under the Ontario *Human Rights Code*.

- Informed by recommendations of the U of T Artificial Intelligence Taskforce, PSEC created a [suite of resources to support staff](#) in the effective and responsible use of AI. These resources include an information learning module introducing AI fundamentals, a Guideline on staff use of AI, and an HR Service article advising managers on how AI might be used to enhance the recruitment process.
- The Division's Institutional Equity Office increased our community's capacity to recognize and address forms of discrimination identified in the Ontario *Human Rights Code* by offering a comprehensive range of training opportunities. Topics included foundational learning on 2SLGBTQ+ and gender concepts and identities, guidance on creating accessible events, an introduction to Universal Design principles, and approaches to addressing racial, place of origin, and creed-based discrimination.

In the year ahead, the Division will continue to balance strategy and creativity as we provide support to our tri-campus community amid growing political and financial instability worldwide. We will deepen staff capacity to integrate AI tools into their daily tasks while ensuring that human expertise is recognized and valued. We will prioritize relationship-building as we move forward in all areas of our portfolio: engaging with unions in a new bargaining cycle, working with the University of Toronto Faculty Association, supporting divisions and units with their return-to-campus plans, and identifying strategies to increase the efficiency of their processes and their teams. In all this work, we are grateful to be partnering with talented staff, librarians, faculty members, and students who care deeply about the University and their local communities.

FINANCIAL IMPLICATIONS:

N/A

RECOMMENDATION:

N/A

DOCUMENTATION PROVIDED:

People Strategy, Equity & Culture Report 2025: <https://people.utoronto.ca/about/reports/2025-psec-report/>



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People Strategy, Equity & Culture Report 2025

Office of the Vice-President,
People Strategy, Equity & Culture

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People Strategy, Equity & Culture (PSEC) Report

2025

[Message from VP PSEC](#)

[2025: Our Year in Review](#)

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[2026 & Beyond](#)



Message from VP PSEC

I have long believed that PSEC has two primary functions: to lead with strategy and to support with creativity. These functions are not contradictory. They enable us to provide evidence-based guidance to our community on matters impacting how we learn, research, and

2025: Our Year in Review

Collaborating with divisions and campuses to support institutional initiatives that will have a lasting impact on our community.

- Partnered with the Office of the Vice-President and Provost:
 - to collect, organize, and analyze data on complaints of discrimination and harassment for the inaugural annual report;
 - to create the Complaints & Concerns about Discrimination & Harassment webpage; and
 - to review the *Policy on Sexual Violence and Sexual Harassment* and the *Statement on Prohibited Discrimination and Discriminatory Harassment*.
- Developed Multi-Year Accessibility Plan with input from students, faculty members, librarians, and staff across the University.



Highlights from Our Portfolios:

HR & LR

Human Resources

- Created greater capacity to respond to employee complaints through proactive training.
- Prepared HR systems for AI integration to improve service delivery and advanced responsible AI readiness through staff guideline and training.
- Identified opportunities to optimize digital forms and workflows across HR systems.

Labour Relations

- Successfully ratified ten collective agreements through collaborative negotiations.
- Collaborated to revise the design and enhance the process for the Child Care Benefit for CUPE 3902, Unit 1 and University of Toronto Faculty Association (UTFA) members.



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Highlights from Our Portfolios: UTFA Relations & Safety

University of Toronto Faculty Association (UTFA) Relations

- Finalized revisions to Articles 7 & 13 in the Memorandum of Agreement with UTFA.

Safety

- Strengthened the Canadian Post-Secondary Emergency Manager Network, including introducing in-camera incident debrief sessions.
- Included tabletop training exercises alongside semesterly UTAlert testing to develop crisis response skills.



Highlights from Our Portfolios: Equity & Indigenous Initiatives

Equity

- Launched a Reference Group on Multi-Faith Spaces to ensure accessible and inclusive spaces are available across the tri-campus.
- Facilitated opportunities such as Open Doors: Faith & Anti-Racism @ U of T for community members to engage with spaces that serve as intellectual and community hubs.
- Collaborated on the development of a web-based educational resource on antisemitism.
- Supported the Muslim, Arab, and Palestinian Discrimination Group's community consultations.

Indigenous Initiatives

- Finalized the Indigenous Substantiation Recommendations Report, following consultation with the University community and external partners.
- Allocated National Indigenous Peoples Day (June 21) as a Presidential Day whenever it falls on a weekday.



2026 & Beyond

As we support divisions and Faculties, PSEC will continue to balance strategy and creativity.

- Advance our productive relationship with UTFA and work with union partners to initiate a new bargaining cycle.
- Deepen staff capacity to integrate AI tools responsibly and ethically into their daily tasks.
- Action priorities identified in the Review of the *Statement on Prohibited Discrimination and Discriminatory Harassment*, including a new policy and an inaugural institutional Human Rights Office.



Questions?

people.utoronto.ca/about/reports



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