



EQUITY AND HUMAN RIGHTS ANNUAL REPORT 2024/25

ABSTRACT

This report provides an overview of Equity and Human Rights (EQHR) initiatives, priorities, and case-response work between September 1, 2024 to August 31, 2025.

University of Victoria, Equity and
Human Rights

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What we do

Equity and Human Rights in the University of Victoria (UVic) is the strategic unit for advancing equity, human rights and creating a campus environment built on consent and respect.

We design, implement, and lead coordination of institutional policies, plans and practices that embed human rights, equity, diversity and inclusion in all aspects of the university operations—from the classroom to academic and administrative units. We serve all university community members, students, staff and faculty, by providing policy options, education, advice, confidential support, and by equipping leaders and units to address systemic barriers.

Our 4 pillars:

1. Response and case management

We prevent and respond to discrimination, harassment, and sexualized violence in ways that are trauma-informed and procedurally fair. EQHR leads the implementation of the Discrimination & Harassment Prevention and Response Policy (D&H Policy) and the Sexualized Violence Prevention and Response Policy (SVPR Policy). We provide accessible, person-centred information, support, safety planning and coordinated referrals.

2. Institutional equity and governance

We lead the implementation of the UVic Equity Action Plan, aligning unit practices with institutional goals. We work with other institutional units to embed equitable practices through all institutional systems including advising on equitable recruitment, retention, advancement, and barrier removal.

3. Learning and capacity building

We design and facilitate educational programs and initiatives that are designed to shift the culture of the university. From an anti-oppressive lens, we focus on advancing equity, diversity, inclusion and human rights, including freedom from sexualized violence. To do this, we understand that a baseline culture built on UVic's values is required. Our offerings include workshops, courses, training sessions, tools and resources.

4. Partnerships and engagement

We work to strengthen cross-campus partnerships and further community engagement in equity, diversity and inclusion. Equity work is everybody's responsibility; we want to empower people to work together and increase capacity and ability to make systemic and sustainable changes.

EQHR team

EQHR is a multidisciplinary team with expertise in human rights, sexualized violence, institutional policy design and analysis, trauma-informed case management, strategic design, research excellence, data analytics, communications, and administration. We champion an inclusive, respectful campus and provide confidential support to students, staff, and faculty. We lead the institution-wide equity strategy through major initiatives such as the Equity Action Plan and the Culture Change Initiative. Our case management team and our Sexualized Violence Resource Office (SVRO) in EQHR offer trauma-informed and survivor-centred support, safety planning, and policy options. At our core, we are campus strategy leaders, teaching, advising, and coordinating policy-aligned responses that translate UVic's values into measurable, durable change.

In July 2025, President Kevin Hall and University Secretary Carrie Andersen announced the change in leadership of EQHR from Executive Director to Associate Vice-President. This change, made with the support of the Executive Council, reflected the scope, complexity, and strategic significance of the work being led by EQHR.

EQHR's work is complex and challenging, therefore, we believe it is essential to cultivate a strong and respectful team environment. Within EQHR, we developed a strategy for increasing a sense of belonging within our team. As a hybrid team, this has included bringing the whole team together physically four times annually and ensuring resources are appropriately prioritized so that everyone can participate and be included. We have allocated financial resources and time to ensure we hold time for professional development together at least 4 times a year.



Response and case management

EQHR is committed to providing transparent information around the number of Disclosures and Policy processes requested each year. Every policy process begins with a Consultation with an EQHR team member.

Note: terms used in direct reference to the definitions in their respective policies are capitalized.

Discrimination and Harassment Prevention and Response Policy (GV0205)

EQHR is the key point of contact when individuals they feel they have experienced [Discrimination or Harassment](#) under the [Discrimination and Harassment Prevention and Response Policy \(D&H Policy\)](#) and are seeking advice or resolution options. All the statistics cited below count Consultations and Disclosures received through the case management team in EQHR under the D&H Policy. EQHR works in partnership with other offices such as Faculty Relations, Human Resources and Student Affairs who may also receive Disclosures and manage related files. We are working on developing a robust system of reporting Disclosures received at partner offices, like what is in place for the Sexualized Violence Disclosures.

Policy revisions

On September 1, 2024, the newly revised and approved D&H Policy went into effect. The revised D&H Policy introduced new language and definitions, affecting how EQHR reports our case numbers. Since this is the first annual report under the revised language, it is important to set out the key elements.

A Consultation is a discussion between EQHR and anyone who is interested in a D&H Policy process. A Consultation offers a safe and confidential space to ask questions about the office, seek advice, share current concerns, discuss potential resolution options and identify additional supports. There is no requirement to proceed with a Policy process following a Consultation.

A Disclosure means telling someone (in this case EQHR) about an experience of Discrimination and/or Harassment. Process options available after a Consultation include:

- **Informal processes:** such as keeping a record of the Disclosure or advice and coaching for the Person Who has Experienced Harm to support them in addressing/managing the concerns themselves or liaising and connecting them with other units.
- **Voluntary Processes:** is a process that is agreed upon by all the parties (can include education and coaching for Person Alleged to Have Caused Harm, alternative dispute resolution options including mediation or facilitated

understanding, or agreements such as voluntary no-contact or behavioural/communication agreements).

- **Filing a Report** is completing an EQHR report form outlining the allegations with the intent on initiating an investigation.

Policy processes

EQHR supports University Community Members in resolving their concerns in a trauma-informed and procedurally fair manner. When appropriate, the case management team may first attempt to resolve complaints through an informal or Voluntary Process (VP).

In 2024/25, EQHR handled 94 Consultations under the D&H Policy. Within these, 81 were first-person Disclosures (third-party disclosures are tracked separately: 10). From Consultations, 63 proceeded with an informal process and 15 requested a Voluntary Process. More individuals initially sought disciplinary outcomes this year; after options navigation, some chose alternative approaches. Even so, 11 people submitted a Report to request an Investigation, with the investigations ongoing, as compared to 2 investigations last year. Where alleged harms span policies, some files are being investigated under both the Sexualized Violence Prevention and Response Policy and the Discrimination and Harassment Prevention and Response Policy.

Processes under the D&H Policy in 2024/25

Process options	Count (n = 94)	% of Consultations
Consultations	94	100.0%
Disclosures (excludes third-party)	81	86.2%
Engaged in an informal process	63	67.0%
Requested a Voluntary Process	15	16.0%
Third-party Disclosures (additional under Consultations)	10	10.6%
Outliers (Consultation without Disclosure)	4	4.3%
Reports received (to initiate investigation; unique)	11	11.7%
Reports accepted for investigation (ongoing)	8	8.5%

Types of incidents

As the table below breaks down, most Disclosures involved Personal Harassment (53) and Discriminatory Harassment (30), with recurring themes of bullying/undermining, yelling or belittling, exclusion, and hostile communications across multiple units and levels of power. Allegations of discriminatory behaviour were present in 62 of 81 Disclosures (77.5%), comprised of Discriminatory Harassment (30), Personal Discrimination (25), and Systemic Discrimination (7). Within these, gender was cited in 16 cases (20% of all Disclosures;

25.8% of discriminatory-behaviour Disclosures) and disability in 13 cases (16.3% of all; 21.0% of discriminatory), often raising concerns about potential failure to accommodate. Several matters referenced intersecting grounds (race, ethnicity, religion/spiritual beliefs), including concerns affecting Indigenous, Muslim, and Jewish community members.

Types of Disclosures in 2024/25

Category*	Count (n = 81)	% of total Disclosures
Personal Harassment	53	65.4%
Discriminatory Harassment	30	37.0%
Systemic Discrimination	7	8.6%
Personal Discrimination	25	30.9%

*Categories are not mutually exclusive. Discriminatory behaviour total 62/81 of Disclosures (76.5%).

Systemic Discrimination

Systemic Discrimination became a defined Policy category September 1, 2024; in this first year of the revised Policy, 1 Disclosure advanced as a formal complaint under this definition, and 1 Disclosure was addressed informally (while 7 Disclosures referenced Systemic Discrimination overall).

EQHR received 1 complaint related to accessibility and this complaint was addressed informally at the individual level. The unit leader was informed and committed to a full review of accessibility within the unit.

One complaint related to family status is ongoing and more will be reported on in 2025/26.

Protected Characteristic¹

In 2024/25, Discrimination-related Disclosures most often cited gender and race (16 each), followed by disability (13). Additional grounds included Indigeneity (6) and age (5). The “other” category (17) captures additional Protected Characteristics where counts were too small to report separately. Because files can cite multiple grounds, counts exceed the total number of Discrimination-related Disclosures.

¹ Protected Characteristics are Indigenous identity, race, colour, ancestry, place of origin, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, and age. In the case of employment, additional Protected Characteristics are political belief and conviction for a criminal or summary conviction offence that is unrelated to the employment or to the intended employment of that individual. In the case of tenancy, such as University residences, Protected Characteristics also include source of income.

Discrimination-related Disclosures in 2024/25

Protected Characteristic	Count	% of Discrimination-related Disclosures (n = 62)	% of all Disclosures (n = 81)
Gender	16	25.8%	19.8%
Race	16	25.8%	19.8%
Disability	13	21.0%	16.0%
Indigeneity	6	9.7%	7.4%
Age	5	8.1%	6.2%
Other	17	27.4%	21.0%

Impacted parties

This year saw a rise in concerns from PEA members, increasing from 12% (2023/24) to 19% (2024/25) of files under the D&H Policy. EQHR also continued to field a substantial volume of third-party Consultations (individuals not directly involved in an incident) seeking guidance on how to support those affected and clarify their responsibilities under UVic policies and procedures. Faculty and librarians are the most common group to make a complaint to EQHR, and they made up the largest group of respondents.

Impacted party affiliation in 2024/25

Impacted party affiliation	Count	% of total
Undergraduate students	8	8.3%
Graduate students	14	14.6%
Faculty & librarians	25	26.0%
PEA	18	18.8%
CUPE (917, 951, 4163)	18	18.8%
Other	13	13.5%

Note 1: Some individuals hold more than one role at UVic and incidents may be relevant to both of their roles.

Observed trends

Under the revised D&H Policy, EQHR reports on observed trends based. This supports EQHR to tailor or target education, adjust our practices, and recommend changes to

institutional processes. This year we saw an increase in complex cases. The complexity was the result of multiple factors, including, but not limited to: longstanding concerns, entrenched interpersonal or unit dynamics, jurisdictionally ambiguous concerns, identified cross-complaints (Person Alleged to Have Caused Harm in a case, also makes complaint as Person Who Has Experienced Harm), Complainants' and Respondents' involvement in multiple cases in various capacities. To resolve these concerns, EQHR consulted with the relevant departments, leadership and policies. EQHR will develop a system that categorizes complex cases and classifies their complexity for future reporting.

Many individuals who made complaints to EQHR expressed concerns of Retaliation and reputational harm for having brought concerns forward. This often impacted the D&H Policy process individuals chose, as many did not want the Person Alleged to Have Caused Harm to be aware that they had consulted with EQHR. To address these concerns, EQHR follows the lead of the Person Who Has Experienced Harm, while providing information and education around the University's stance on Retaliation/Policy commitments.

In addition to increasing complexity, EQHR saw an increase in concerns of Hostile Working or Learning Environments. Individuals brought forward complaints around toxicity, gossip and strained collegial relationships. Hostile Working or Learning Environments occur when inappropriate behaviours are normalized and/or tolerated and/or where a leader fails to acknowledge and respond. There appears to be a greater need for support in identifying and responding to behaviours before escalation to the environment level.

As noted, faculty and librarians are the most likely group to make a complaint to EQHR, and they likewise made up the largest group of respondents. This demonstrates the need for continued support and training around conflict resolution and respectful communication for faculty and librarians.

Sexualized Violence Prevention and Response Policy (GV0245)

UVic is committed to providing transparent information around the number of Disclosures and Reports made each year as part of the [Sexualized Violence Prevention and Response Policy \(SVPR Policy\)](#), as well as trends about the type of Sexualized Violence being reported. The Sexualized Violence Resource Office (SVRO), situated in EQHR, is the official office of record for Sexualized Violence at UVic.

UVic counts Disclosures of Sexualized Violence received through the SVRO, Campus Security, the Office of Student Life and Residence Services, as these offices are the primary intervention points for Students impacted by Sexualized Violence at UVic. The SVRO also works closely with Human Resources and Faculty Relations as intervention points for staff,

faculty and librarians. This approach ensures the data collected is consistent, rigorous, and only counted once.

UVic has recently started collecting anonymous demographic data from students, staff, and faculty through the Better Data Project. We will be using Better Data, alongside our self-reported data, to provide more rigorous data related to our Survivor/Complainant and Person Alleged to Have Caused Harm/Respondent profiles. As we are in a transition year, we will not report demographic data (including gender) this year.

Impacted parties

Disclosures rose slightly from 52 in 2023/24 to 56 in 2024/25. As in previous years, most Disclosures were made by UVic Students. The profile of the Person Alleged to Have Caused Harm is more varied.

Profiles of Disclosures of Sexualized Violence in 2024/25

	Student	Staff	Faculty & Librarians	Community Members/Alumni	Other	Total
Survivors	31	11	5	2	7	56
Person Alleged to Have Caused Harm	21	10	4	8	13	56

We use the category “Other” when the Survivor does not know, or does not share, this information with University staff.

Policy jurisdiction

The SVPR Policy and its procedures apply to all members of the University community. UVic has jurisdiction when the incident occurred in one or more of the following circumstances:

- On property controlled by UVic;
- When the Respondent is/was in a position of power or influence over the Survivor’s academic or employment status at UVic;
- At an event or activity sponsored by, or under the auspices of, UVic.

Below we identify, of the 56 Disclosures received, how many occurred within our jurisdiction (“yes”) and how many did not (“no”). All Survivors, regardless of whether there is Policy jurisdiction for the purposes of an investigation, are offered information, advice and support. In those instances where the Survivor does not share information about the identity or position of a Person Alleged to Have Caused Harm, we use the category “Unknown”.



Disclosures found to be within Policy jurisdiction in 2024/25

	Yes	No	Unknown	Total
Totals	21	31	4	56
*Historical	2	50	4	56

* A historical Disclosure is one that happened more than two years ago. In those cases where we did not know the date of the incident they are listed as unknown as to whether they are historical.

Voluntary Process and formal reports

As with the D&H Policy, a Voluntary Process (VP) includes any process, agreed upon by all the parties, that will bring about accountability and/or closure for the parties. This may include anything from awareness and education for the Person Alleged to Have Caused Harm, to mediation, healing circles, or written behavioural or communication agreements. This year, 15% of Survivors requested a VP, with most resulting in education for the Person Alleged to Have Caused Harm and/or behavioural agreements including voluntary no-contact agreements. Due to an increase in requests for education for the Person Alleged to Have Caused Harm, the SVRO will launch in September 2025 a behavioural intervention program called CORE. This violence prevention program involves an assessment of knowledge gaps and 1:1 educational meetings with a facilitator over 3-6 weeks.

We received 7 formal reports this year (12% of Disclosures) and investigated 6 of them. All investigations are ongoing at the time of writing. Further information on VPs and Reports can be found [here](#).

Types of incidents

Many Disclosures described unwanted sexualized attention including sexual looks or comments, unwanted messages, and persistent come-ons. A lot of these happened online via social media. These incidents often did not involve physical contact, but Survivors still found them emotionally and psychologically harmful.

Disclosures of Sexualized Violence often involved power dynamics, coercion, and/or alcohol affecting Consent.

Observed trends

Every person who made a Disclosure was given information about available supports and Policy resolution options. What we found is that Survivors rarely asked only for health or counselling referrals. Many wanted accountability from the Person Alleged to Have Caused Harm or safety planning to avoid future contact. Voluntary Processes led to education for the Person Alleged to Have Caused Harm or to agreements that helped the Survivor feel safer. Others resulted in academic concessions or accommodations.

Policy revisions

The Sexualized Violence Prevention and Response Policy was reviewed this year and came into effect May 1, 2025. The review involved an advisory group and a public survey in fall 2024, as well as a drafting committee in winter 2025 and another survey on the draft policy in April 2025. The key updates to the SVPR Policy included:

- Updates to the definitions of Consent and Sexualized Violence,
- Revisions to the Foundational Statements, and
- Inclusion of Policy-related responsibilities for all University Community Members

Institutional equity and governance

The Equity Action Plan

The [Equity Action Plan \(EAP\)](#) is UVic's institutional roadmap for advancing equity across campus. In its third year of implementation, our efforts remained focused on deepening education and awareness, while placing increased emphasis on the collection, documentation and reporting of equity-related actions.

Reporting on the Equity Action Plan

Reporting is a crucial part of the EAP, as laid out by goal 5:

Institutional Accountability: Conduct ongoing, transparent evaluations of this action plan with continued opportunities for meaningful engagement and feedback with/from the community.

The EAP development team has been working on creating a multi-pronged reporting process that will include the collection and reporting of both qualitative and quantitative data through various mechanisms. For example, ongoing informal reporting has already begun as unit's share updates on the [UVic Community Actions](#) page of the EAP website.

Progress data was gathered from university leaders in early 2025 using the EAP Reporting Survey. EQHR staff have worked in coordination with units across the university to produce an institutional-wide snapshot of work being done that will be shared publicly on the EAP website in fall 2025.

The Better Data Project and its public dashboards

The [Better Data Project](#) is a proactive initiative to enhance the collection, management, and use of self-identification demographic data across campus. The corresponding demographic questionnaire is continuously available to all UVic employees and students to complete or change their responses.

UVic has approximately 6,900 employees (faculty, staff and librarians) and 22,000 students (updated fall 2024). Roughly 65% of employees and 50% of students have completed their

questionnaire to date. This is a significant increase from last year's numbers of 39% employees and of 32% students having completed their questionnaire.

This year, the project reached a major milestone in July 2025 by releasing public dashboards that provide detailed demographic information for both employees and students. Having a better understanding of who is a part of the UVic community allows the institution to be more responsive to the diverse needs of community members through programming, policy, and strategic direction. Baseline representation data is the first step in planning, implementation, and on-going evaluation of equity action. This can be used in combination with other tools at UVic inform the work of staff and faculty, while providing everyone with a new sense of the diverse communities present on campus.

Evolution of Equity Reviews

The [Equity Review process](#), designed to provide units with a proactive evaluation of their status, needs and possibilities with regards to equity, has continued to evolve in response to the feedback and emergent requests from units. Through EQHR's position as the equity hub for the campus, many units have expressed interest in collecting data to inform their equity-related decision-making.

Recognizing the demand for such data collection, and the value of designing a process that provides information relevant to the UVic context, we are retooling our process to create an in-house option for units. The new process will include a supportive and simplified readiness assessment and step-by-step preparatory guide, along with an easy-to-deploy survey designed to provide baseline measures assessing equity, diversity, inclusion, and belonging experiences and perceptions of unit members. EQHR will be able to administer and report back on the survey, providing specific guidance to units on responding to the findings. The simplified survey should allow it to be repeated regularly, providing data showing change over time. Envisioned as an affordable fee-for-service option, this internal service could allow units to save significant funds over choosing external providers, leaving money available to address survey findings.

2SLGBTQIA+ inclusion on campus

The [2SLGBTQIA+ resources and initiatives page](#) continues to be maintained by updates from staff at EQHR and University Relations with strategic communications pointing to it throughout the year.

Within this year, the Office of the President has been leading work with contribution from EQHR to form a UVic Pride Caucus for staff, faculty and students. This has led to centrally organized events during Victoria Pride Month including a Pride flag raising ceremony with local drag queens, a drag bingo night, and UVic & CUPE 917 representation at the Victoria

Pride Parade. More work is underway to create additional 2SLGBTQIA+ centred events throughout the year, such as hosting a community movie & social night.

EQHR continues to work with the Vice-President Finance and Operations and the Division of Student Affairs to move forward a rainbow crosswalk refresh on campus to occur as soon as it is feasible.

Employment equity framework

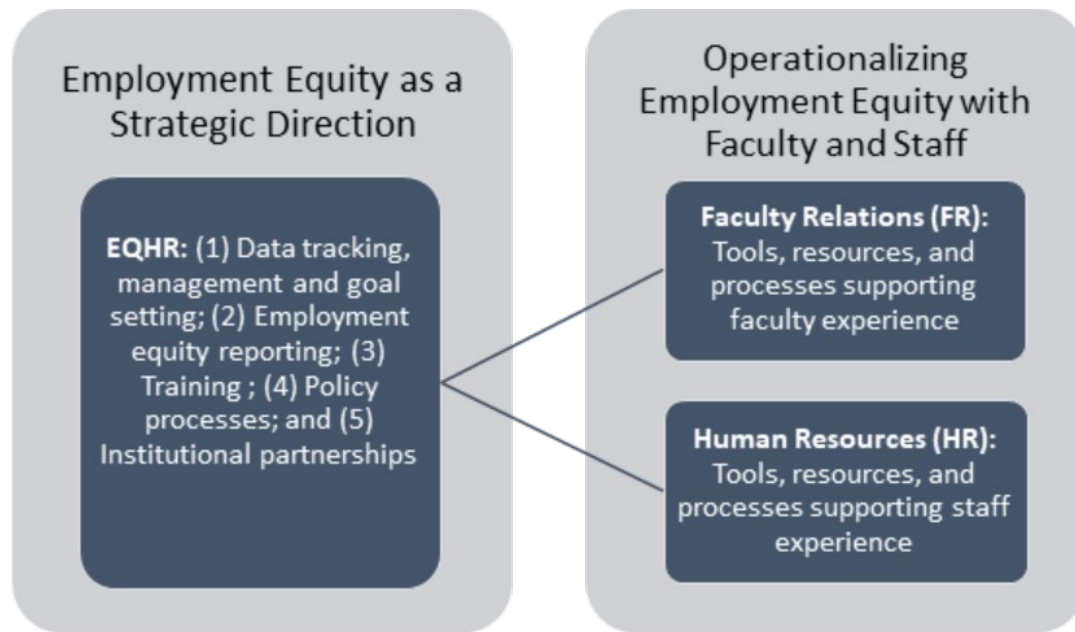
Employment Equity Steering Committee

The committee is responsible for providing guidance, oversight, and decision-making support for the university's employment equity framework. EQHR supports the committee by ensuring its work remains aligned with internal priorities outlined in key institutional plans—such as the [Equity Action Plan](#), the [Indigenous Plan](#), and the [Strategic Plan](#)—as well as by legislated processes established by government agencies, including the Pay Transparency Act.

The committee reviews and approves ambitious goals to strategically increase the diversity of UVic's workforce and guides the implementation of the [equity statement](#) to ensure it is effectively integrated and accountable within the broader employment systems at the university. The committee reports annually to the executive council on the progress and outcomes of its goal-setting efforts, and its work is carried out on an ongoing basis through quarterly meetings. The committee reports annually to the executive council on the progress and outcomes of its goal-setting efforts, and its work is carried out on an ongoing basis through quarterly meetings.

Refreshed Employment Equity Framework

In 2025, EQHR supported the Employment Equity Steering Committee in updating the organizational structure of the employment equity framework to better reflect the shared roles and responsibilities that occur across multiple units at UVic to effectively advance employment equity activities. While EQHR considers and manages employment equity from a strategic direction/institutional perspective, Human Resources and Faculty Relations operationalize the work in both staff and faculty contexts.



With this clarified structure, EQHR encompasses strategic equity leadership through data-driven goal setting, comprehensive employment equity reporting, and targeted training programs that build institutional capacity for inclusive decision-making. It includes policy development and case work across key equity frameworks, alongside proactive partnerships with operational units to advance accessibility, inclusive hiring and systemic change.

Re-imagining goal setting plans

Because Better Data provides a better understanding the demographic make-up of the UVic community than before, we can now improve the way that goal setting can be used. This means we can go beyond simply increasing diversity of representation to envision a more comprehensive, gap-focused approach that works wholistically with leaders across campus to understand distinct challenges in different areas (e.g., Engineering and Comp. Science face different challenges than Humanities, for instance).

Data will remain a key foundation of the process, including our improved understanding of the demographic makeup of campus, trends in complaint data, and data from institutional reporting processes (e.g., EAP and Indigenous Plan reporting). This information will be used in combination with engagement with leaders to determine areas of focus/need regarding employment equity. Goals will then be broader than typical numeric equity-related targets and may encompass things like:

- Opportunities for the workforce to engage in equity-related training
- A commitment to conducting equity-related assessments (e.g., the Equity Review Process)

- Hiring and retention-specific goals

Preferential and Limited Hiring Policy (HR6110)

In addition to continuing to offer workshops on how to effectively leverage and apply the [Preferential and Limited Hiring Policy](#), EQHR is preparing to ensure that the 2026 mandated review reflects alignment with the evolving strategies for effective employment equity. Throughout the review and revision process, additional attention will be devoted to ensuring the policy is implemented with greater accountability and a more targeted focus. This includes applying the policy with intentionality and clearly articulating the rationale for its use—emphasizing how it directly contributes to advancing equity, rather than simply increasing diversity.

Supporting Equity Committees

Building on EAP Goal #1, Action 10, EQHR initiated an exploratory project to connect with and learn about the equity committees at UVic: identifying which committees exist; gathering information about their activities, needs and possibilities; and exploring ways to support them and increase their connection with each other, all with the goal of enhancing their critical grassroots-level work to embed and advance equity across campus.

In the first round of engagement in 2025, we identified over 30 such committees and met or communicated with approximately 20. They shared their wide-ranging activities, from educational initiatives to addressing equity issues in hiring and graduate student remuneration, to meeting disciplinary-specific equity needs. EQHR compiled a report to share back with all committees to provide inspiration and guidance for the next stage of their work and is planning a series of in-person gatherings to support interpersonal connections across committees. EQHR will continue to meet with committees and provide personalized advice and support along with developing other resources and activities to advance their work.

Learning and capacity building

Strategies are underway to increase capacity to address systemic inequities. This is reflected in 2024/25 efforts to develop an institutional culture change framework and in [educational workshops](#) offered by EQHR. EQHR staff have offered around 110 facilitated training sessions this year, reaching nearly 3,100 participants.

Institutional capacity building

In 2024, EQHR worked in partnership with the Office of the Vice-President, Indigenous, to create a role centred on building UVic's institutional capacity to engage in foundational culture change to advance Indigenous- and human-rights. EQHR's Director, Human Rights was seconded into this role for a two-year term, reporting to both the Associate Vice-President, Equity and Human Rights and the Vice-President Indigenous. This has involved the design of a UVic specific framework for institutional culture change, the formation of a Culture Change Advisory Council (made up of UVic leaders across all strategic portfolios), alongside a detailed plan for next steps. Plans are underway to create a UVic Culture Charter for staff and faculty alongside an engagement and communication strategy.

The vision statement guiding this work

UVic is striving to build a community where every faculty and staff member feels respected, valued, and empowered. Through our culture change initiative, we seek to establish a set of relational values, principles, and practices that will improve our academic and professional culture. The intention of this project is to embed, over time, strategies that will enhance and improve our strengths as individuals and as an institution.

To continually improve upon our culture, we must take accountability for the systemic inequities — including but not limited to racism, sexism, homophobia, and transphobia — that are part of our institution, and the broader society in which we live. This requires paying closer attention to the lived realities of our peers and colleagues and find new ways to support and lift each other up. It means honestly confronting our reality and working collectively to dismantle harmful ways of thinking, speaking, and acting, while finding practical solutions for forward momentum.

Culture change means celebrating the productive and inclusive aspects of our current culture while acknowledging the need to transform those aspects that no longer serve us collectively. It's about how we show up for one another, how we listen, how we take ownership for harm caused, and how we co-create a culture of belonging and respect. A critical part of this transformation involves challenging and reshaping the narratives we tell ourselves and one another about our purpose, relationships, and responsibilities.

UVic culture change goals

- Foster open, respectful communication, where differences are approached with curiosity, not defensiveness.
- Build capacity and confidence to engage in honest, and at times uncomfortable, conversations about identity, privilege, power and equity.
- Increase transparency around our purpose, motivation and challenges — cultivating mutual trust as the foundation for collaboration, informed decision-making and accountability.
- Center equity in everything we do — in how we teach, lead, work and relate — not as an add-on, but as a guiding principle.
- Cultivate a culture of care and collegiality, where kindness, empathy and mutual support are valued and practiced.
- Create space for compassion in our daily interactions.

Workshops and learning opportunities

Activating the Equity Action Plan

During the fall and spring semester EQHR has offered the Introduction to the EAP Implementation Framework and Toolkit workshop as well as the Applying an Equity Lens to Your Everyday Work session. These sessions are aimed to support units on campus to learn how to implement EAP actions into their work.

Increasing Equity in Decision Processes

EQHR is nearing five years of offering the online course, [Increasing Equity in Decision Processes](#), which is required for all who serve on Faculty ARPT committees. Over 1,300 people have completed the training course since it was launched. Year over year feedback indicates the course experience continues to be positive, with over 80% of survey respondents this past year indicating that they found the course was “extremely effective” or “very effective” in preparing them to contribute to equitable ARPT decisions. Additionally, approximately 73% of participants indicated that their experience taking the course was “very positive” or “positive”, comparable to last year’s 76%.

The design team continues to assess feedback from the end-of-course survey. This year, after several significant substantive revisions over the past several years, the course team has recognized that the course has settled into well-developed, stable educational offering. As a result, moving forward, course revisions will focus on technical updates rather than substantial revisions. Instead, we are moving towards developing a smaller and more timely recertification version of the course that will be easier to revise and can address emergent content as well as revisit priority issues from the main course. The

course re-launched in summer 2025 along with a streamlined survey that will focus on technical issues and gathering feedback for developing the recertification course. We have also continued work on the next stage of the project: a draft workbook for to guide committees and committee members in applying equity step by step during their deliberations. We are now in collaboration with Faculty Relations on this workbook launching a beta version in fall 2025.

Anti-oppression education

Over the course of this year, EQHR's updated [Anti-oppression education program](#) includes 5 workshops running a total of 17 sessions and collectively reaching 587 people:

1. Kil Daagwiiyaay – “Strong Voice”: Rematriation as Resistance
2. Kil Kaahl̥alangdal – “Hear Someone’s Voice Before You See Them”: Anti-Oppression Key Principles, Knowledges, and Equity-Focused Action-Based Frameworks
3. Gaayinxal – “Come Closer on a Boat”: Deconstructing Colonial Power Structures
4. Maahl̥ga Sdiihlga Gaw̥ga – “Returning Missing Seeds”: Reclaiming Indigenous Power Structures
5. Xidsii, K’iwaat’as, Tlay.yad – “Under, Over, Everywhere”: Centering 2SLGBTQIA+ Knowledges in Anti-Oppression Work

The suite of courses is open for all students, staff and faculty and can include tailored content to meet the identified needs of the participants.

Key topics covered throughout the program include, but are not limited to: Rematriation, decolonization, Indigenization, diversity, equity, inclusion, identity reclamation frameworks, implicit/explicit bias, microaggressions, dismantling colonial power structures such as white supremacy, white privilege, white fragility, settler moves to innocence, appropriation, 2SLGBTQIA+ knowledges, as well as interactive exercises on locating ourselves, land acknowledgments, and fostering accountable spaces.

September 2024 piloted a new & evolving workshop, Nanaay Gyaatl’l dii ga – “Grandmother is Sewing”: Stitching Together Reclamation and Reconciliation, aimed to be facilitated annually in honour of UVic’s Orange Shirt Day and the National Day for Truth and Reconciliation. This session focused on unpacking colonial hi/stories and their impacts of colonially-called Canada, the importance of dismantling colonial power structures, navigating the *Truth and Reconciliation Commission of Canada: Calls to Action* and its relation to the centrality of decolonization, and barriers to TRC work.

Sexualized violence education and prevention strategies

EQHR provided a total of 41 [sexualized violence prevention workshops](#) reaching a cross section of 998 UVic students, staff and faculty. Following the launch of our SVP 101 asynchronous course in July 2025, we reached an additional 598 undergraduate students with a focus on those involved in UVSS Clubs and Course Unions.

This past year, we transitioned Tools for Change, our student-focused prevention program, into a 3-part foundations series with plans to translate all 3 sessions into online asynchronous learning opportunities. A new workshop for faculty and staff, Engaging in Trauma-Informed Practice, was also launched early 2025.

Current tailored workshops for students, staff and faculty include:

- Sexualized Violence Foundations Series – a 3-part series covering basics of Sexualized Violence, responding to disclosures, consent, and bystander intervention.
 - Part 1: SVP 101
 - Part 2: Let's Talk About Consent
 - Part 3: Bystander Intervention Training
- SV Prevention & Response Training (staff/faculty) – a session on responsibilities under UVic's SV policy, including how to receive disclosures and support survivors.
- Engaging Men Program – a 6-week leadership program supporting men in building healthy relationships, understanding consent and practicing accountability.
- Engaging in Trauma-Informed Practice – training on applying trauma-informed approaches to SV prevention and response.
- Spotlight on Inclusion – training for performing arts students (actors, stage crew, directors) on preventing and responding to SV, discrimination and harassment.
- Social and Professional Competency Training – for graduate students and teaching assistants, focusing on responsibilities under UVic's SVPR and D&H policies.
- Power, Privilege and Accountability – an interactive workshop for leaders and supervisors on the role of power and privilege in conflict and leadership.

Job specific training continued for key campus units like Campus Security and Residence Services.

Discrimination and harassment education and prevention strategies

To increase UVic's awareness of both the informal and formal resolution processes, EQHR continues to develop and make available plain language information sheets. These handouts aim to improve transparency and increase accessibility, while supporting individuals in making important decisions about the processes that will best serve them.

Information sheets give parties the tools to enter a process feeling informed and prepared.

In addition, EQHR developed a new [Discrimination and Harassment Prevention and Response Training](#) session to raise awareness around the revised Discrimination and Harassment Prevention and Response Policy which focuses on University Community Member's rights and responsibilities, how to respond to a disclosure, and process options. This session was delivered to roughly 115 university employees who may receive disclosures and/or complaints related to discrimination, harassment, workplace bullying, and sexualized violence. EQHR noticed that the audiences connected with EQHR showed increased familiarity with the Policy, including making referrals and engaging in difficult conversations. Sessions were delivered in-person, virtually or hybrid to increase reach and accessibility.

Partnerships and engagement

While most of EQHR's major initiatives involve partnerships and engagement, this section highlights particularly powerful engagements.

5 Days of Action: 365 Days of Commitment



UVic's 7th annual [5 Days of Action: 365 Days of Commitment](#) took place on November 4-8, 2024. The free week-long event is a collaborative event to amplify the efforts of groups, units and organizations on and off-campus and come together in our shared commitment to a more diverse, inclusive and equitable campus 365 days of the year. Each day of the week represents a call to action: listen, reflect, dialogue, engage, and take action. 5 Days of Action is an opportunity for our community to highlight our shared commitment to end discrimination, harassment and sexualized violence.

Many on-campus groups held events during the week including the Indigenous Academic and Cultural Engagement office, Faculty of Fine Arts, Co-Op and Career Services, the Transgender Archives, Human Resources, Research Services, Society for Students with a Disability, Music Students' Association, Multifaith Centre, and more. Senior leaders on campus were asked to engage my sponsoring events which also lead to an increased number of programs accessible to people who are deaf or hard of hearing. All together there were 27 scheduled events and workshops (with over 900 registrants total), in addition to outdoor engagement activities like interactive art number installations with reflective questions and a Jeopardy DEI game, a calls to action list provided resources for members who could not join the scheduled events. New focuses for this year include increasing student engagement in classrooms, increasing awareness, diversifying our offered workshop topics, and improving accessibility to the offered workshops.

Other key events organized and/or supported by EQHR include:

- Organizing Black History Month events and supports alongside the Scarborough Charter Steering Committee.
- Orange Shirt Day and the National Day for Truth and Reconciliation in partnership with the Office of the Vice-President Indigenous, University Communications and Marketing, along with other campus units and departments.

Sexualized violence prevention work in classrooms and student advocacy groups

EQHR partnered with faculty to integrate Sexualized Violence education into classes, such as HLTH 251 (*Healthy Sexuality*) and SOCI 309 (*Contemporary Social Theorizing*).

The SVRO worked with offices and student advocacy groups to promote Consent Awareness Week in September and hosted the first Healthy Relationships Week in February, with events run by partners such as the Graduate Student Society, Student Wellness Centre, and International Centre for Students. These partnerships provide greater awareness of resources and supports available for our campus community. This year that work has included commissioning a video series for students on the distinction between a disclosure and a report, as well as options for anonymous reporting.

Additionally, the Consent Coalition—a group of student leaders focused on prevention—resumed meetings to coordinate campus-wide campaigns and events.

Partnering with the Vice-President Research and Innovation portfolio

Multiple notable milestones were achieved this year because of the collaborative partnership between EQHR and the Vice-President Research and Innovation (VPRI).

The shared portfolio of the Equity, Diversity and Inclusion (EDI) Research Officer supported the development of EDI Action Plans for two major funding initiatives:

1. The Canada First Excellence Research Fund (CFREF) project, Accelerating Community Energy Transformation (ACET), and
2. The Canada Excellence Research Chair (CERC) held by Dr. Heather Igloliorte.

Both plans were reviewed by their respective funding programs and received satisfactory ratings.

For the CFREF initiative, the EDI Research Officer also facilitated a session at the national CFREF symposium, sharing insights from the EDI Action Plan review process and identifying common patterns across 11 initiatives nationwide.

The EDI Research Officer continued to provide consultation to Canada Research Chair (CRC) recruitment processes, including preferential and limited hiring searches aimed at recruiting researchers from equity-deserving groups.

In July 2024, with EQHR's support, VPRI submitted a nomination for the Robbins-Ollivier Award for Excellence in Equity to showcase this multi-disciplinary initiative.

VPRI will be organizing a professional development learning event in fall 2025 to further advance equity, diversity, inclusion, and decolonization practices within its portfolio.

In alignment with the Equity Action Plan implementation, the Strategic Research Initiatives (SRI) unit delivered the EDI Education Pilot Program during this reporting period. Participants reported meaningful learning experiences and valued the collaborative, capacity-building approach. The SRI unit launched the second year of the EDI Education Program in September 2025.

Partnering with the Vice-President Finance and Operations portfolio

EQHR finished a 2.5-year Equity, Diversity, Inclusion and Belonging (EDIB) Leadership Development program with the 45 leaders of the Vice-President Finance and Operations (VPFO) portfolio. The professional development program aimed to create a foundation of awareness, understanding, and self-reflection concerning equity, diversity, inclusion and belonging, while subsequently providing tools to support participants in leading EDIB work.

Throughout the program, pre, midterm and final assessments were conducted to consistently measure participants' perception of impact. Based on a comprehensive analysis of all assessments, VPFO executive leadership and EQHR consider the program to have been very successful from multiple perspectives. The strong level of commitment from the VPFO executive team has resulted in substantial uptake and buy in from the broader leadership team. Results from the assessments and feedback surveys reiterate this progress. Because of the nature of the work that VPFO oversees, the impact of knowledge mobilization from the EDIB program will be far-reaching as the VPFO portfolio is involved in many institutional funding decisions and campus operations.

Black inclusion and flourishing at UVic

EQHR and the Office of the Vice-President Academic and Provost is working with Black institutional leaders to consider how to best support UVic's commitments in signing [the Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher](#)

[Education](#). The Committee is led by and composed of Black, African and/or Caribbean members representing UVic faculty, staff, students, alumni and community members.

In addition to following the principles listed in the Scarborough Charter, the Steering Committee's focus is to centre the work in addressing ways to remove existing barriers to Black flourishing, find ways to celebrate excellence and acknowledging the lived experiences of Black people at UVic.

Within this year, the Committee has:

- Held 5 information sessions on Advancing Black Inclusion and Addressing Anti-Black Racism.
- Achieved a physical space for Black people to gather, connect and collaborate and foster community in Clearihue C117 for the Steering Committee and the University of Victoria's Association for Black Professors and Academics (UVABPA).
- Maintained a [resource list](#) to build community and strengthen local supports
- Created and collaborated on [events](#) and initiatives that builds community and celebrate Black inclusion, joy and achievements.
- Updated the [Black Inclusion and Flourishing at UVic](#) webpage.
- Developed a new role to support the work of the Steering Committee.
- Connected with organizations or groups on campus (e.g. UVABPA, Black Law Students' Association, Students of Colour Collective, African and Caribbean Students Association).

In September 2025, the Committee will be hosting a 2nd annual B(I)ack to School event.

Working Group on Islamophobia, anti-Palestinian racism and related forms of discrimination

In 2025, a [Working Group on Islamophobia, anti-Palestinian racism and related forms of discrimination](#) was established by the Office of the President and is supported by EQHR. This group was created in response to ongoing incidents of anti-Palestinian racism and Islamophobic discrimination on campus—a testament to the urgent need for institutional action.

The Working Group (WG) is made up of UVic students, staff and faculty that self-identify as Muslim, Palestinian, Arab and those with expertise in the subject matter.

The mission of the WG is to cultivate a campus where Muslim, Muslim-perceived, and Palestinian students, faculty, and staff experience true belonging, safety, and dignity. To realize this mission, the WG is focusing on the following areas:

- Advance equity, inclusion, and belonging by addressing anti-Muslim hate, Islamophobia, and anti-Palestinian racism by documenting ways in which UVic can strengthen policies and practices that foster a better understanding of Muslim and Palestinian identities.
- Build education, awareness and dialogue to promote a deeper understanding of Anti-Muslim hate/Islamophobia and anti-Palestinian racism within the UVic community.
- Provide strategic advice and act as a consultation body to university leadership to ensure that policies, decisions and institutional initiatives actively remote safety, inclusion, and equitable treatment of Muslim and Muslim-perceived students, staff and faculty.

Working Group to Address Antisemitism

EQHR supported the creation and facilitation of a Working Group to Address Antisemitism (WGAA). The purpose of the group was to respond in a collaborative manner to a significant increase in complaints of antisemitism at UVic as reported by EQHR and that occurred in response to the October 7 attack on Israel by Hamas and the retaliatory military invasion of Palestine by Israel. Strategies were identified to support Jewish student, staff and faculty at UVic in feeling safer and more supported on campus. What emerged was a decision to develop a research proposal to study and better understand antisemitism at UVic, alongside a financial request to the Office of the President. In addition, it was determined that more education was needed to support a stronger understanding of antisemitism, which EQHR committed to integrating into our anti-racism education planning.

The WGAA is now housed in the Centre for Studies in Religion and Society, where it functions as a CSRS-affiliated working group. Over the summer and fall, the WGAA was engaged in matters including:

- Regular meetings focused on pluralism, Jewish visibility, and campus dialogue.
- Collaborating with the CSRS on a forthcoming public coffee-hour event and a new webpage introducing the group and its mission.
- Support for the student-led planning of a Jewish Student Commons, envisioned as a welcoming space for education, dialogue, and cultural programming.

The WGAA are developing a broader initiative, the Jewish Academic Hub, which will bring together the WGAA, the Jewish Student Commons, a Research Project on Jewish Belonging, and possibly other initiatives, such as the Jewish Law Students group.

Looking ahead

In the year ahead, EQHR will continue to build the systems that make equity visible, durable and embedded. We will involve the UVic community through an EAP re-engagement survey and update the Plan based on received feedback. We will strengthen policy foundations by finalizing a prohibited relationships policy and embedding intimate partner violence considerations across university policies and processes. We will expand our learning offerings by launching Equity, Diversity and Inclusion 101 online, Anti-Racism 101 in-person and online, and a recertification pathway will keep the Equity in Decision-Making course current. We will make it easier for units to act by launching and promoting the Equity Review process, and by delivering internal dashboards that turn Better Data into an active goal setting tool. We will continue to invest in people and knowledge, by building an Equity Research Collective and adding a new position dedicated to Black Flourishing initiatives on campus. Finally, this list is not exhaustive. We will carry all priorities in this report forward with integrity, respond to cases with care and advance a safer, more inclusive campus for everyone.