



# EQUITY, DIVERSITY AND INCLUSION

2025-2026 Report



COLLEGE OF  
**PHYSIOTHERAPISTS**  
of ONTARIO



# TERRITORIAL ACKNOWLEDGEMENT

We acknowledge the land our office is on is the traditional territory of many nations including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples.

We also acknowledge that Toronto is covered by Treaty 13 with the Mississaugas of the Credit.

We are honouring these lands as part of a deeper commitment to Indigenous communities in Ontario.

As provincial health regulators, we have a large role to play in reconciliation to meet the broader goal of public protection.





## STATEMENT OF AWARENESS AROUND EQUITY, DIVERSITY AND INCLUSION (EDI)

How well we achieve **our mission** to **protect the public interest** depends wholly on our ability to **cultivate a climate** in which everyone feels like they **belong**.

# LETTER FROM LEADERSHIP

As we release the third edition of our Equity, Diversity and Inclusion (EDI) Report, we're also saying goodbye to our previous strategic plan that guided us between 2022 and 2026. Our outgoing plan marked an important milestone for us — the first time equity, diversity and inclusion was included as an area of focus.

We now have an organizational process to regularly self-assess our performance and plan future actions to achieve our EDI goals. We have embedded EDI thinking into our organizational culture and have engaged the entire team in support of this work. We continuously support equity, diversity and inclusion training for all our people, including Board and Committee members, staff, assessors, coaches and examiners. We take a conscious and intentional approach in sharing EDI information and resources with physiotherapists, academic and system partners, and others.

We're proud of our progress to date and we look forward to shifting from building awareness to driving action with the introduction of our 2026 – 2030 strategic plan. Equity, diversity and inclusion is a pillar of the new plan, further solidifying our commitment to intentionally embed an EDI lens in all aspects of our work. We have also included a commitment to Indigenization, recognizing the important role regulators have in reconciliation.

We know this is an ongoing journey, and we have thoughtfully worked to establish a strong foundation we can continue to build on. Over the next four years, we aim to take meaningful action to identify and address barriers, promote inclusive practices, and advance reconciliation.

Fundamentally, this work is meant to address the harm created by different systems of oppression and eventually dismantle them. We recognize that these systems have been built over centuries and the work to undo them will also take time. We are committed to approaching this work with humility and focusing on incremental steps that will translate to meaningful action.



Katie Schulz  
Chair, Board of Directors



Craig Roxborough  
Registrar & CEO

# 2022-2026 Strategic Plan



## Mission

To protect the public interest by ensuring physiotherapists provide **competent, safe, and ethical care.**



## Vision

Inspiring **public confidence** in the physiotherapy profession.



# Values

Integrity  
& Trust



Inclusion  
& Respect



Transparency  
& Accountability



Collaboration

# 2022-2026 Strategic Plan

## Focus on Equity, Diversity and Inclusion (EDI)

Embrace a culture where an Equity, Diversity and Inclusion (EDI) lens is intentionally incorporated into all levels of decision making at the College.

### Regulation & Risk

Effectively regulate the physiotherapy profession in Ontario and advance its statutory work through a risk-based approach.

#### INITIATIVES

Create, implement and maintain a culture grounded in risk-based assessments and evidence-informed decision making.

Assess the pathways to licensure to ensure that they are appropriate and fair to both Canadian trained and internationally educated physiotherapists.

### Engagement & Partnerships

Collaborate, partner and engage with the public, profession, and other stakeholders in a clear, transparent and timely manner to enhance trust and credibility.

#### INITIATIVES

Engage in purposeful and meaningful engagement, collaboration and partnerships which further our strategic goals and statutory mandates.

### People & Culture

Promote a collaborative environment and a culture based on equity, diversity and inclusion principles while ensuring staff and Council have the resources they need to do their best work.

#### INITIATIVES

Develop and maintain an organizational infrastructure which supports our statutory obligations and strategic priorities.

### Performance & Accountability

Implement strong corporate and governance structures and systems that include effective data, technology, and processes to enable informed decision-making and progressive corporate performance to extend CPO's work and impact.

#### INITIATIVES

Develop and maintain an enterprise risk management strategy which supports organizational, governance and statutory activities of the College.

Develop and implement a Data Management Strategy to support risk-based and evidence-informed decision making.



### Focus on Equity, Diversity & Inclusion (EDI)

Embrace a culture where an Equity, Diversity and Inclusion lens is intentionally incorporated into all levels of decision making at the College.



### Improve Governance Based on Government Direction and Best Practices

Create a governance framework which meets or exceeds industry standards as assessed against our regulator peers.

# OUR EDI STRATEGY

Our internal EDI strategy supports the implementation of the EDI goal in our strategic plan.



## DIVERSITY & REPRESENTATION

Increase diversity and representation among people who do work for us to reflect the profession and society.



## COUNTERING BIAS

Empower individuals to identify and address unconscious bias to prevent inequitable or unfair decisions.



## EQUITABLE ACCESS & OUTCOMES

Design our processes to support equitable outcomes and access for everyone.



## MEANINGFUL ENGAGEMENT

Meaningfully engage with groups impacted by our work to understand and address their needs.



## SUPPORTING EDI IN CARE

Support registrants in incorporating EDI principles in their practice to advance safe, welcoming and equitable physiotherapy care.



## INCREMENTAL IMPROVEMENTS

Always pursue incremental improvements, acknowledging that equity, diversity and inclusion work is never truly done.

# OUR EDI TEAM

The pursuit of our EDI strategy is supported by staff at all levels of the organization.

The implementation of the EDI strategy continues to be guided and championed by the College's senior leadership team. We also have an internal staff committee focused on incorporating EDI principles into our workplace culture.



## Internal EDIB Committee

In late 2024, we formed an internal Equity, Diversity, Inclusion and Belonging Committee made up of staff from across the College.

The committee supports a collaborative environment and culture based on EDI principles. The goal is to create a psychologically safe working environment with equity, diversity, inclusion and belonging ingrained in the culture.

The committee advises senior leadership on actions and programs that promote equity, diversity, inclusion and belonging in our workplace, and members act as ambassadors within the organization.

## EDIB Committee Members

Diane Daley, Chair  
People & Culture

Sameera Merchant, Deputy Chair  
Practice Advice

Faith Muchena, Treasurer  
Organizational Effectiveness

Maria Beck, Secretary  
Quality Assurance

Jennifer Ramoutar-Ali, Member  
Professional Conduct

Jimmi Bhatti, Member  
Information Technology

Joyce Huang, Internal Advisor  
Strategy

Craig Roxborough, Executive Sponsor  
Executive Office

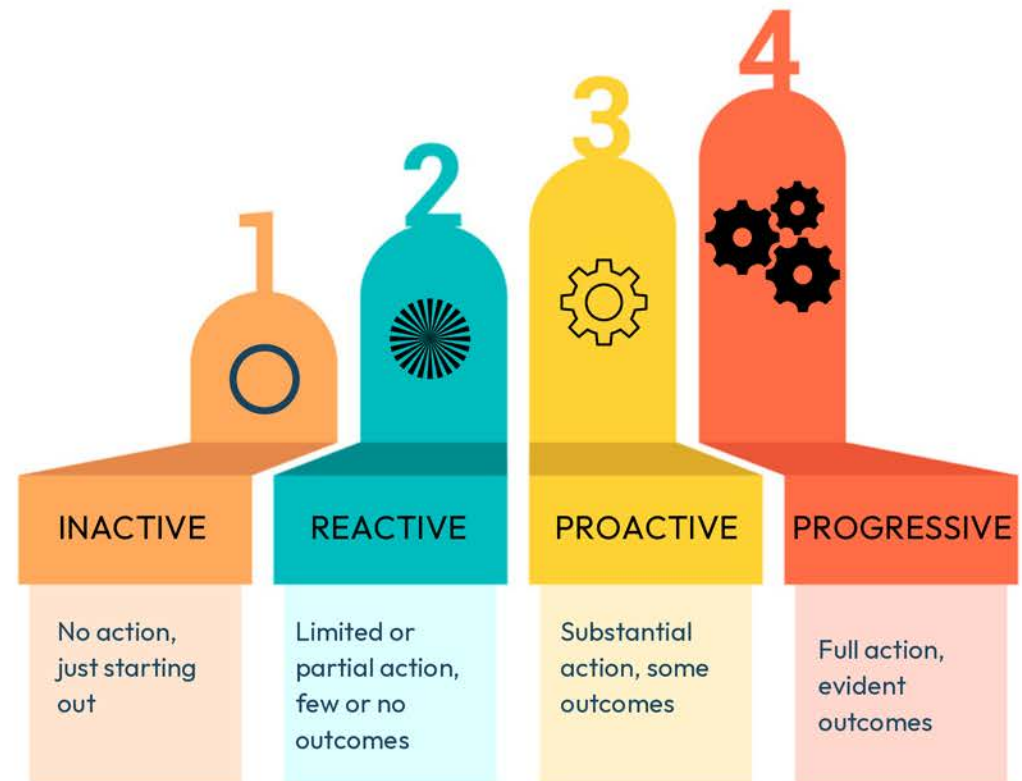
# Embedding Equity, Diversity and Inclusion Into Our Work

To support our commitment to incorporate an equity, diversity and inclusion lens into all aspects of our work, we implemented an EDI self-assessment and action planning framework across the organization in 2024.

In 2023, the Health Profession Regulators of Ontario (HPRO) developed an EDI Organizational Self-Assessment and Action Guide, which includes a toolkit to help health regulatory organizations develop their own Equity Impact Assessments (EIA). The framework assesses performance along a continuum from **Inactive** to **Progressive**.

We used this toolkit to do a self-assessment and action planning exercise, which helped departments reflect on their work from an EDI lens and identify actions for incremental improvements.

We conduct this exercise **annually** and the results are embedded in our operational plan and budget for the next fiscal year.





## FOR 2025-2026

We identified five areas of focus in our equity, diversity and inclusion (EDI) action plan. Here's what we achieved.

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# TRAINING AND EDUCATION

Increase awareness and understanding of types of bias and discrimination and how they impact our work.

The Practice Advice team developed an EDI competency framework to guide onboarding and team training. This helps them identify bias in their communications.

Quality Assurance assessors receive training about EDI topics, Indigenous health care, and communication.

The Inquiries, Complaints and Reports Committee received education about bias and future sessions will discuss cultural competence and other EDI topics.

Compliance Monitoring coaches receive training and education about various EDI topics, the focus this year was supporting neurodivergent individuals.



# TRAINING AND EDUCATION

Staff completed education sessions about EDI topics including:

- Anti-oppression and anti-racism training, including how to interrupt racism in the workplace
- A virtual tour of the former Mohawk Institute Indian Residential School to better understand the history and legacy of residential schools in Canada
- An introduction to neurodiversity and how it can impact our work

Managers and leaders completed training to support bias-free hiring.

Board and Committee members participated in education sessions about the Truth & Reconciliation Committee Report and neurodivergence.

**Work we deferred:**

Creating an EDI training inventory for all College committees.



# EDI DATA STRATEGY

- We engaged in an organization-wide process to understand how data can help us advance our EDI goals.
- We critically assessed how we present EDI data and made changes to reduce harm and support inclusion.
- We developed a plan to work towards potentially collecting additional demographic and EDI data in the future.

## **Work we deferred:**

- Creating policies on how to handle EDI data that are different than our general data management policies. This work will be done in 2026-2027 after consulting EDI partners about best practices.



# SUPPORTING EDI IN CARE

**Help physiotherapists incorporate EDI principles to advance safe, welcoming and equitable care.**

- We intentionally incorporated EDI content into our communications on a consistent basis. This included blogs about trauma-informed care and the National Day for Truth and Reconciliation, and resources like an online course about Confronting Anti-Indigenous Racism in Health Care.
- We started developing standards about Indigenous Cultural Safety and Humility and Health Equity and Anti-Discrimination to support physiotherapists in delivering safe, inclusive care.

To ensure remediation training and supports are inclusive and meet diverse needs:

- The Quality Assurance team improved their communications to physiotherapists by encouraging and supporting the use of Practice Advisors as a self-remediation tool.
- We updated a list of resources used in the Quality Assurance and Compliance Monitoring areas.



# EDI IN THE WORKPLACE

- We continued to implement the internal equity, diversity, inclusion and belonging (EDIB) strategy focused on workplace culture.
- We conducted a survey to assess staff's perception of equity, diversity and inclusion at the College. We used the results to identify actions to further embed EDI principles into our workplace culture.
- We conducted a survey to capture demographic data about staff.

## **Work we deferred:**

- The Equity, Diversity, Inclusion and Belonging (EDIB) Committee plans to conduct research on EDI in assessing performance.
- We plan to work with an external consultant to review human resource policies from an EDI lens.



# INCLUSIVE COMMUNICATION

- The Practice Advice team conducts regular reviews of their email responses to ensure consistent messaging and identify evidence of bias.
- We continued a multi-year process to review all our communications to ensure use of plain, compassionate and trauma-informed language. This year, we reviewed communications in the Professional Conduct and Compliance Monitoring areas, along with web content.
- To support the use of plain and inclusive language across all areas, we developed a plain language and inclusive writing guide that is available to all staff.



# OTHER EDI INITIATIVES

We also undertook additional activities to embed equity, diversity and inclusion into all areas of our work.

- We include an intentional assessment of committee composition from a diversity and representation lens. For example, we identified a need to recruit members for the Inquiries, Complaints and Reports Committee with specific clinical experience and expertise.
- We highlight EDI considerations in Board, Executive Committee and Risk, Audit and Finance Committee briefing materials where relevant.
- We are building relationships with groups that advocate on behalf of equity-deserving groups to better understand their perspective and include it in our work.



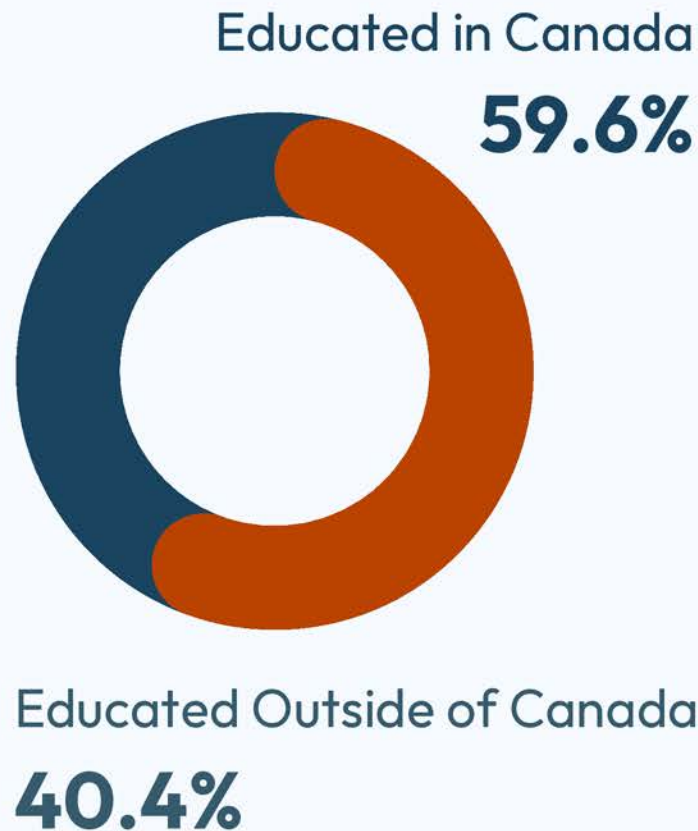
# DEMOGRAPHIC DATA

**Based on data that we have now, here's what we know about who makes up the physiotherapy profession in Ontario.**

We recognize the important role of data, particularly demographic data, to help us understand who comprises the profession, and to help us identify and address potential equity and inclusion issues. This continues to be an area of focus, and we outlined the path ahead in our [February 2026 blog](#). As we continue this work, we will collaborate with those who are most impacted by the collection of demographic information to inform our approach.

We currently collect a small number of demographic data points from our registrants on a mandatory basis, and registrants provide additional data on a voluntary basis. We recognize that we have not always collected and shared demographic data in a respectful, safe, and inclusive way. We have made some changes to the way we collect and report data, and we will continue to evolve our practices as we learn more.

## Country of Education

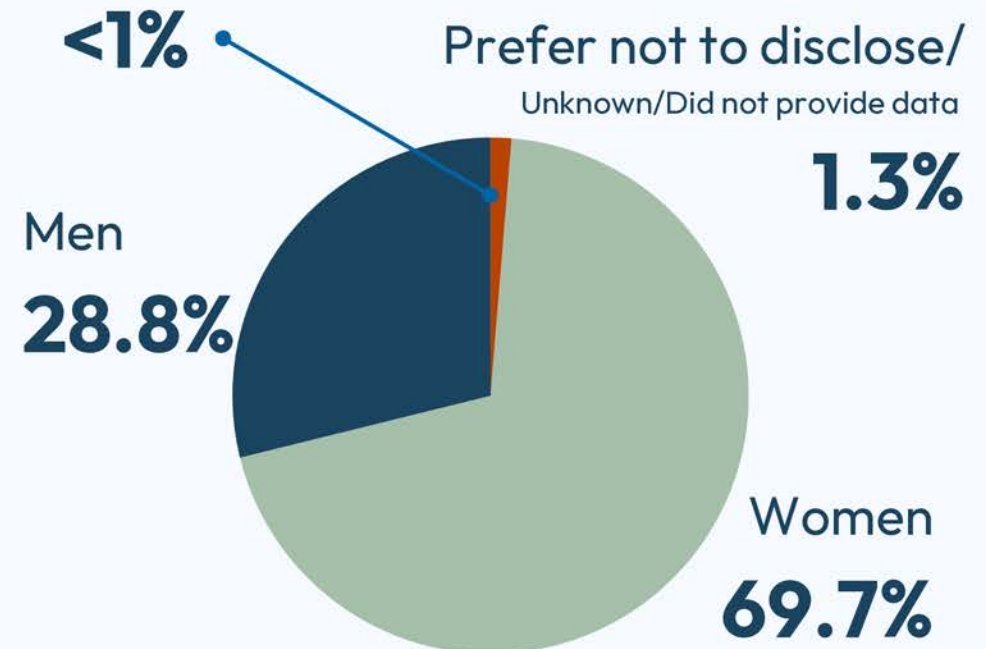


**About this data:** This information is collected on a mandatory basis at the time of application.

## Gender

### Other Genders

including non-binary, another gender, and those who selected more than one gender identity



**About this data:** This information is collected on a mandatory basis at the time of application. Registrants can update the information during annual renewal and at anytime in the PT Portal. Registrants can select more than one option.

# Racial Identity

- This information is collected voluntarily when an individual creates their PT Portal profile.
- Registrants can update the information at anytime in the PT Portal.
- Registrants can select more than one option.
- About 38% of registrants provided data (approximately 5,200 physiotherapists).
- The percentages in the table represent a proportion of the response categories among those who provided data.
- Response categories with less than 1% value were grouped together to preserve confidentiality.

Black (African descent, Afro-Caribbean, African Canadian descent)	1.8%
East Asian (Chinese, Korean, Japanese, Taiwanese descent)	5.9%
Latino (Latin American, Hispanic descent)	1.1%
Middle Eastern (Arab, Persian, West Asian descent (e.g., Afghan, Egyptian, Iranian, Lebanese, Turkish, Kurdish)	2.7%
Other Racial Identities (Includes those who identify as First Nations or Métis; those who identify as a racial identity not listed in the options; and those who identify with multiple racial identities)	8.5%
Prefer Not to Answer or Do Not Know	6.3%
South Asian (South Asian descent (e.g., East Indian, Pakistani, Bangladeshi, Sri Lankan, Indo-Caribbean)	23.4%
Southeast Asian (Filipino, Vietnamese, Cambodian, Thai, Indonesian, other Southeast Asian descent)	5.3%
White (European descent)	45.0%

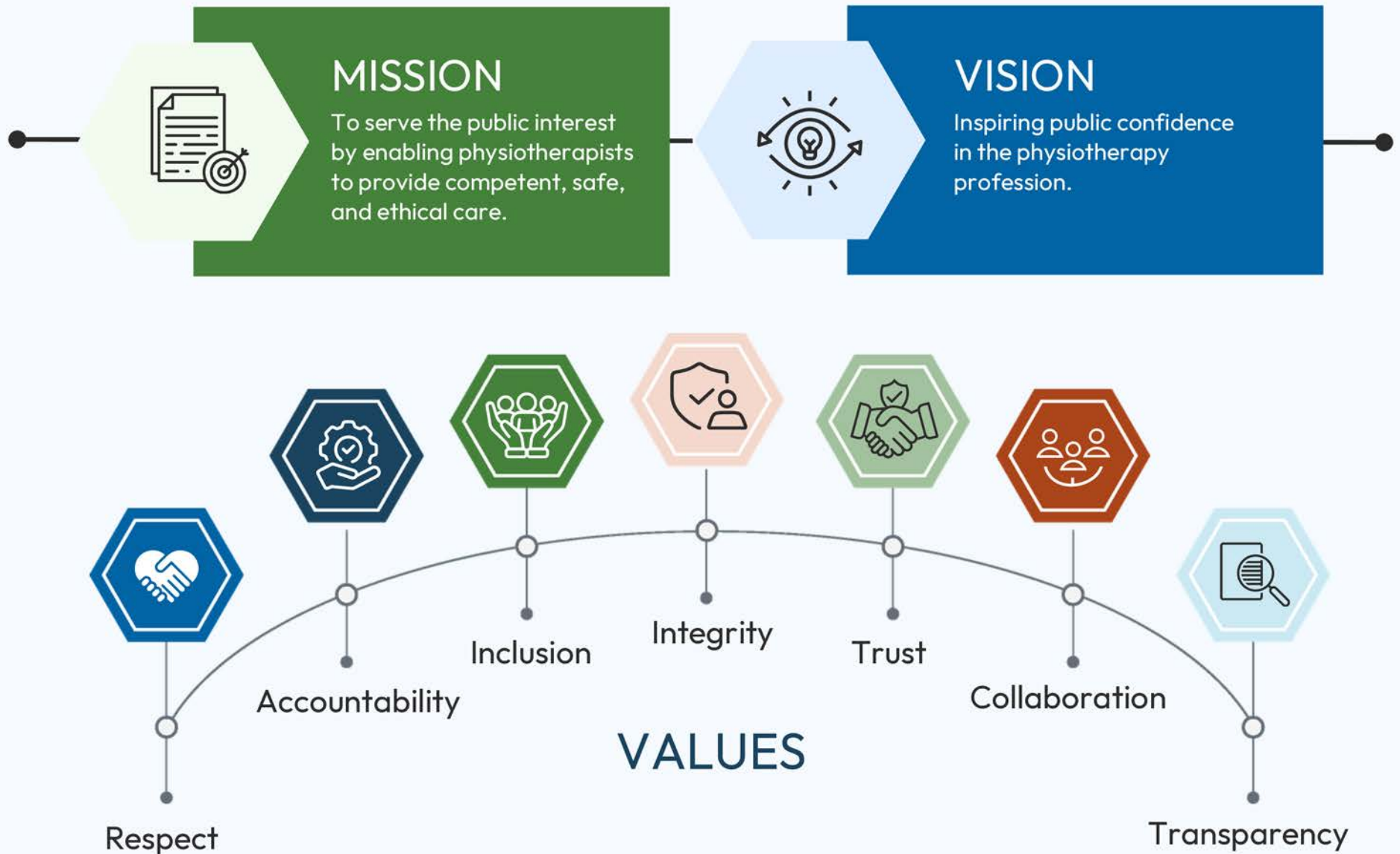


# LOOKING AHEAD

2026-2030

Our strategic plan for 2026-2030 will continue to guide our EDI work.

# STRATEGIC PLAN 2026-2030



# STRATEGIC PLAN 2026-2030

## Equity, Diversity, Inclusion, and Indigenization

Take meaningful action to identify and address barriers, promote inclusive practices, and advance reconciliation.





## AREAS OF FOCUS 2026-2027

Supporting the Profession

Advancing Reconciliation

Embedding EDI

Continuous Learning

Service Improvement

Including Diverse Voices

Enhancing the Use of Data



## SUPPORTING THE PROFESSION

Support the profession to develop cultural sensitivity and awareness generally and Indigenous cultural competency specifically.

- Continue to highlight equity, diversity and inclusive topics in our communications
- Continue to develop Indigenous Cultural Safety and Humility Standard, and build relationships with Indigenous communities
- Launch Health Equity and Anti-Discrimination Standard



# ADVANCING RECONCILIATION

Make progress towards the goal of Indigenization and advancing reconciliation.

- Review of territory acknowledgement and how it is being used



## EMBEDDING EDI

Create a framework and tools to help us consistently consider equity, diversity and inclusion in all aspects of our work.

- Implement a tool to support teams to consider EDI in their operational work and projects

## CONTINUOUS LEARNING

Continue to support equity, diversity and inclusion learning and education across the organization.

- Identify and implement equity, diversity and inclusion education and training for Board and Committee members, staff, quality assurance assessors and compliance monitoring coaches
- Create an EDI training inventory across different Committees



## SERVICE IMPROVEMENT

Make our processes and services more equitable and inclusive.

- Redesign the PT Portal to increase accessibility and usability

## INCLUDING DIVERSE VOICES

Create mechanisms for diverse voices and perspectives to inform our work and decision-making.

- Continue building relationships with EDI partners
- Continue to support diversity among Quality Assurance assessors
- Identify and address barriers to participating in committees



# ENHANCING THE USE OF DATA

- Develop data governance framework and tools to support potential collection of additional demographic data
- Create policies and procedures to support effective storage and management of equity, diversity and inclusion data



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## Keep in Touch

We look forward to sharing our ongoing equity, diversity and inclusion (EDI) journey with you, and your thoughts are always welcome.



[www.collegept.org](http://www.collegept.org)

Visit our website for updates and new and existing resources.



[cpo@collegept.org](mailto:cpo@collegept.org)

Contact us with any feedback or questions about our EDI work: [cpo@collegept.org](mailto:cpo@collegept.org)

