

## I. General Overview

The Toronto-Dominion Bank and its subsidiaries collectively known as TD Bank Group ("TD" or the "Bank"), offers a range of financial products and services to approximately 26 million customers globally with approximately 13 million active online and mobile customers. TD is headquartered in Toronto, Canada, with more than 85,000 colleagues in offices around the world including more than 2,300 retail business locations and approximately 61,000 colleagues in Canada. TD is a chartered bank subject to the provisions of the Bank Act (Canada).

Since 2005, TD has incorporated inclusion and diversity into its business strategy and framework. TD's vision is to be the Better Bank. TD's purpose is to enrich the lives of our clients, colleagues and communities. Diversity and inclusion are core values at TD - embedded in leadership development, talent acquisition/management strategies, learning and development programs, and integrated into supporting policies and practices. In 2019, we introduced a refreshed enterprise D&I strategy with objectives centered on three segments described below:

- **Our Colleagues:** The organization reflects who our colleagues are and fosters an environment where colleagues can express their thoughts and have opportunities to make meaningful contributions.
- **Our Customers:** TD is a company that speaks to who our customers are; not only through the colleagues they interact with but extends to TD's products and the advice they receive.
- **Our Communities:** TD is helping to create conditions where everyone has the chance to succeed in a changing world - by supporting change, nurturing progress and making it a more inclusive place.

TD continuously stands tall for inclusion and diversity in our communities and has received numerous awards in 2019 including being recognized as one of Canada's Best Diversity Employers for the eighth straight year, Mediaworld Canada's Top 100 Employers in Canada, Great Places to Work Canada for 10+ years and included on 2019 LinkedIn's list of "Companies Canadians Most Want To Work For".

## II. Quantitative Information (2019)

The new approach to our self-identification survey, piloted in December 2018 to increase survey completion rates, was extremely successful. The workforce completion rate increased from 71% in 2018 to 90% in 2019 and the new hire rate increased from 41% in 2018 to 74% in 2019.

Self-identification continues to be an important initiative for TD in order to understand the representation of our workforce. Although "At hire" is a particularly low time of disclosure, self-identification remains a priority at all stages of our colleague life cycle where we still suspect under reporting. Part of the challenge with under reporting is the definition of People With Disabilities (PWD) which sometimes leads to confusion whether the disability criteria is met when a colleague's disability is being accommodated.

Based on self-identification data:

- (a) The Hire Rate for all four Designated Groups was lower than the overall TD Hire Rate of 19.0% with the PWD Hire Rate (12.1%) being the largest variance to the overall. Although it should be noted that 26% of new hires have not completed TD's **online** self-identification survey.
- (b) TD's overall Promotion Rate decreased from 16.3% in 2018 to 14.5% in 2019. The Promotion Rate for TD's Visible Minorities, Indigenous Peoples (IP) and Women were all higher than the overall TD Promotion Rate of 14.5%. The Promotion Rate for PWD remained lower than the overall Promotion Rate and decreased to 11.4% in 2019.

(c) TD's overall Termination Rate also decreased, from 13.7% in 2018 to 12.7% in 2019. Termination rates for all the Designated Groups were below TD's overall rate.

Of the four Designated Groups, **Women and Visible Minorities representation continued to be above Labour Pool Availability (LPA)**. There was an **increase in IP representation** from 1.4% in 2018 to 1.5% in 2019, although we remained below the 2019 LPA of 2.3%. A targeted focus on business accountability, talent acquisition & management, and learning and development continues to support the progress made in our diverse workforce representation. TD's PWD representation decreased slightly from 8.0% in 2018 to 7.8% in 2019 and falls below LPA of 9.7%. Increasing representation for these groups continues to be a priority for TD.

#### **INDIGENOUS PEOPLES**

	<b>2018</b>	<b>2019</b>
Representation	1.4%	1.5%
Hire Rate	14.4%	16.5%
Promotion Rate	15.7%	14.9%
Termination Rate	11.0%	12.3%

The 2019 LPA remained unchanged from 2018 at **2.3%**.

#### **PEOPLE WITH DISABILITIES**

	<b>2018</b>	<b>2019</b>
Representation	8.0%	7.8%
Hire Rate	11.8%	12.1%
Promotion Rate	12.0%	11.4%
Termination Rate	7.8%	10.8%

The LPA decreased from 9.8% in 2018 to **9.7%** in 2019.

#### **VISIBLE MINORITIES**

	<b>2018</b>	<b>2019</b>
Representation	37.9%	39.0%
Hire Rate	20.7%	18.0%*
Promotion Rate	18.0%	15.3%**
Termination Rate	9.0%	12.1%

The LPA decreased slightly from 28.6% in 2018 to **28.3%** in 2019.

#### **WOMEN**

	<b>2018</b>	<b>2019</b>
Representation	55.9%	55.9%
Hire Rate	18.1%	17.5%
Promotion Rate	15.3%	14.8%
Termination Rate	13.0%	11.6%

The LPA increased slightly from 52.2% in 2018 to **52.4%** in 2019.

### **III. Qualitative Measures**

#### **COMMUNICATIONS**

TD uses various tools to communicate and build awareness of, and its commitment to, Employment Equity and inclusion & diversity. In the Employment Equity section of our internal website our Employment Equity Policy, self-identification survey and Three-Year Employment Equity Plan are

available to all colleagues. Online diverse community resource groups provide opportunity for dialogue and exchange among colleagues from various backgrounds including, among other things, storytelling, identifying role models and sharing of information and tips on career development. Over 36,000 colleagues participate in online diversity-related colleague network groups (e.g. IndigenousCircle@TD).

Our diversity and inclusion (D&I) program is also highlighted in TD's annual Environment, Social and Governance (ESG) Report, accessible to TD colleagues and the general public, and provides information on diversity governance, board diversity, workforce diversity, and supplier diversity strategy. Furthermore, our D&I strategy is fully integrated within the TD Ready Commitment - our corporate citizenship platform designed to help open doors for a more inclusive and sustainable tomorrow. TD is targeting CAD \$1billion by 2030 towards community giving in areas that support change, nurture progress and contribute to making the world a better, more inclusive place through four interconnected drivers of change: Financial Stability, a Vibrant Planet, Connected Communities and Better Health.

All TD lines of business have documented strategies and plans that align to and support the enterprise D&I strategy. All business and area of focus initiatives are documented and communicated through the D&I calendar that is distributed quarterly.

### **EQUITY ENVIRONMENT**

TD is committed to sustaining a workplace that values inclusion and diversity. The [TD Framework](#) and Employee Value Proposition serve as declarations of our expectations and commitments.

We hold ourselves accountable through TD's enterprise Inclusion and Diversity Leadership Council (e-IDLC) and an enterprise strategy that applies to the four Designated Groups and LGBTQ2+ colleagues, customers and communities. In addition, TD has a Global Head of Diversity and Inclusion (D&I Global Head) to further advise the IDLC. In addition to the D&I Global Head, the IDLC governance structure includes a Senior Executive Team (SET) member or delegate from each business and the senior executive leaders who chair enterprise committees focused on the Designated Groups and LGBTQ2+ (referred to as "Areas of Focus" or "AOF"). Each e-IDLC member also has a business or AOF specific IDLC that sets strategy and drives accountability across the organization which promotes alignment, reasonability and relevancy. While we continue to implement programs targeting each AOF, we also build initiatives that span across the groups and their intersections. Every SET member has established appropriate goals for their business to maintain or increase diversity representation by end of 2020 and they receive updates on a quarterly basis to track progress.

### **KEY 2019 INITIATIVES**

TD leverages internal and external events and initiatives to build awareness, create dialogue and promote diverse and inclusive environments where all individuals and communities can thrive. At large events and gatherings, and at training programs, TD recognizes traditional territories of Indigenous Peoples and (where possible) we engage Knowledge Keepers and Elders to provide traditional openings. Some of our key 2019 initiatives are summarized below:

1. TD organized a **North American D&I event, 'Be You @ TD'** that was attended by approximately 2000 colleagues – both in person and virtually across Canada and the U.S. The event included internal speakers who provided tips and actions that the audience can take away to support of colleagues who are members of one or more AOF communities.
2. For the sixth year, TD sponsored ***Indspire's National Gathering for Indigenous Education***, bringing more than 800 Indigenous educators together from across the country. In partnership with organizations like Aboriginal Financial Officer Association (AFOA) Canada, the Canadian Council for Aboriginal Business (CCAB) and Indspire, TD sponsors highly visible events focused on Indigenous Peoples' leadership, business and economic development and education.

3. To share Indigenous knowledge, and in support of National Indigenous History Month, Kendal Netmaker, Indigenous entrepreneur, shared his professional and personal journey and knowledge with TD colleagues through the annual *Indigenous National Speaker Event* series, including live webcast attendance by colleagues across the country.
4. TD continued to be the primary sponsor of *Mayfest, the largest Deaf community event* held in Toronto.
5. To mark *International Day of People with Disabilities*, TD hosted an event focused on the future of people and technology which included over 600 executives, people managers and colleagues.
6. The inaugural *PWD-focused Hackathon was launched* where over 160 colleagues across the enterprise came together for a design thinking session about accessibility and accommodation. Twenty-two ideas were received, and three top ideas were chosen for further assessment and potential implementation.
7. In October, TD celebrated *National Disability Employment Awareness Month* (NDEAM) with a calendar of events that included blogs, videos and webinars. We counted over 12,000 colleague interactions on the various NDEAM initiatives.
8. TD supported *celebrations and events annually across Canada* including: Lunar New Year, South Asian and Hispanic Heritage Galas; professional development events/executive lunches across the country; and diversity festivals including Desifest, Irie and the Festival of South Asia. These events were attended by thousands of colleagues and executives.
9. Hosted by TD's Black Employee Network, the annual Toronto-based *Black History Month event* was attended by 600 colleagues. 2019 marked the 12<sup>th</sup> year that TD has hosted this event and the theme was centered around Black excellence and legacies, celebrating the inspiring achievements of Black communities. Similar events were held in Halifax, Ottawa, Montreal, London and Edmonton.
10. A two-level *mentorship program called 'Each One Teach One'* (EOTO) continues to be organized by TD's Black Employee Network to provide meaningful career development experiences, to help colleagues achieve their goals and expand their network within and external to TD.
11. *Women in Leadership Speed Mentoring* initiatives continue to support the advancement of women at TD through networking, mentoring and learning.
12. *TD Corporate Women Executive Sponsorship Workshop* was organized to provide executives practical considerations on sponsorship and how they can make a difference for sponsorees.
13. TD piloted our *Allies for Women in Leadership* program which aims at increasing awareness of gender equity issues and clarifying the role men play in supporting gender equity at work. The program asks participants to commit to advocating for women and creates a sense of empowerment to use the learnings to become an agent of cultural change in the workplace.
14. TD Bank was a *platinum sponsor of World Pride in New York*. Events included the Pride March, the Human Rights Conference and the TD Bank Employee Summit Events. TD supported *83 Pride festivals* and over 160 LGBTQ2+ community initiatives in 2019.

## EMPLOYMENT SYSTEMS

TD understands that in order to attract and retain great people we must have an equitable, diverse and inclusive workplace. We strive to identify and eliminate barriers or biases and enhance colleague experience and have comprehensive policies and programs in place that include but are not limited to: Harassment, Discrimination, and Violence in the Workplace; Employment Equity; Workplace Accommodation; TD and IT Accessibility policies; and Premises Accessibility Standards for branch and corporate office environments. TD continues to work to ensure that accessibility commitments are aligned across the entire organization in Canada through implementation of these policies, procedures and processes.

## Initiatives for Designated Groups

### RECRUITMENT

Diversity is a foundational element of our recruitment strategy. We consistently work to embed diversity strategies into all of our recruiting channels. Within our Talent Acquisition team there is a Diversity Sourcing group consisting of five individuals focused solely on attracting top talent from diverse communities. When we partner with third-party executive recruiters, we have language in our contracts specifying the requirement of diverse candidate slates. Furthermore, when posting jobs on internal and external online job boards, TD is active in outreach and sourcing diverse candidates. We have a focus on early talent, and leverage partnerships with regional, national and local student organizations, to include a comprehensive nationwide presence with Canadian schools & universities. TD's efforts in internal and external recruiting attract thousands of students annually. TD's Campus recruitment team, in partnership with their business leaders and Diversity Sourcing Partners, participate and sponsor a number of programs and conferences to increase the diversity of our candidate pool. One initiative in particular was the co-creation of a scholarship within TD Securities, titled **Bridging the Gap**, aimed at post-secondary students who identified with one of our key diversity pillars. In 2019, two students came into TD Securities under this program and are returning to TD full time in the Summer of 2020.

### **Indigenous Peoples**

TD's Talent Acquisition team includes a dedicated, experienced Indigenous recruiter who focuses on establishing relationships with schools, student centres and First Nations to build awareness of careers at TD and hire qualified applicants. They work together with the TD Indigenous Employee Circle and TD Indigenous Banking Group to support recruitment events, attract colleague referrals and share colleague testimonials and thought leadership blog articles through social media. Within our business lines, leaders are taking accountability for building and maintaining grassroots relationships with universities, colleges and communities, and engaging Indigenous students early in their tenure. With these strategies designed to increase our representation, TD participated in the following initiatives in 2019:

- In partnership with Indspire, TD sponsored bursaries, scholarships ('Building Better Futures') and gathering opportunities ('Soaring') for Indigenous students. TD's Indigenous Recruitment Manager is a member of the selection committee and creates networks with the students to share job opportunities upon graduation.
- Since 2013, as part of the annual AFOA Canada National Conference, TD hosts a branch/regional office tour and lunch and learn session for recipients of the Financial Management youth award.
- We continue to leverage Nation Talk to promote opportunities and further profile TD as an inclusive employer. We showcase career opportunities available in financial services, and, specifically, at TD.
- LinkedIn, Twitter, AFOA Canada and Nation Talk are utilized to create awareness around current and future job opportunities and careers at TD. As part of these efforts we have engaged current Indigenous colleagues at TD to share their career experiences.

### **People with Disabilities**

In addition to an experienced recruiter dedicated to recruiting people with disabilities, TD leverages on-campus networking sessions with business leaders and students with disabilities. TD also partners with national and regional disability-confident agencies to find experienced talent to support all of TD's businesses. Additional efforts include:

- In partnership with Lime Connect Canada, we recruit people with disabilities for career opportunities across our Canadian businesses. We have TD colleagues at all Lime Connect networking receptions in Montreal, Ottawa, Toronto and Vancouver. Since 2013, TD has hired 100 colleagues through Lime Connect Canada.
- Each year, TD colleagues (including executives) engage in one-on-one mentoring with partners like Dolphin Disabilities Mentoring Day.
- TD continues to build on its strong relationship with Specialisterne Canada, an organization that partners with employers and identifies talented individuals with neurodiversities. Beginning as a pilot



in 2016, the program includes onboarding support for new colleagues, their people managers and the broader teams. The pilot has expanded across several businesses and we now have 41 hires on board.

- TD recruited from new partnerships with over 35 PWD employment agencies and post-secondary schools in 2019 across our expanded footprint in Eastern Canada. This cooperation has led to finding skilled permanent, full-time hires of PWD candidates and in both TD Finance and our Contact Centre in our accessible newly-built office in Moncton, NB. TD has already sourced 5 qualified colleagues with disabilities through these partnerships.

### Visible Minorities

TD is committed to finding, building and nurturing talent from all backgrounds. Activities and programming related to our Visible Minorities in 2019 include:

- Our partnership with the Toronto Region Immigrant Employment Council (TRIEC), initiated in 2004, helps new immigrants with their job search in Canada. Since the program's inception at TD, our colleagues have provided over 2,100 mentoring relationships, with 106 TD mentees who gained positions with TD Bank. In 2019, **180 mentoring partnerships** were conducted by TD Mentors and **12 Mentees reported they were now employed** at TD.
- TD regularly partners with immigrant-serving organizations and other groups that focus on connecting visible minority candidates with potential employers and opportunities. These include ACCESS Employment, LAMBA and ASCEND. TD colleagues participate in sponsored initiatives such as 'Empowering Women' and the 'Women in Technology Program' and a partnership between TD's Cyber Security area and ACCES Employment's Cyber-Security. To date, TD has hired 771 newcomers from ACCES programs and 103 in 2019.
- ACCES held four recruitment events aimed at Black communities. 35 of the 82 participants were hired by TD (41%).
- We partnered with CAUFP (Canadian Association of Urban Financial Professionals) to recruit under-graduate students from diverse, ethno-cultural communities resulting in 16 new students in summer internship roles.
- Also, in partnership with CAUFP, TD launched our Executive Dining Series events connecting internal leaders with external senior executives from Black communities for talent pipelining. Two events were held, connecting 39 CAUFP members with 36 TD colleagues.
- TD placed 22 Black students in summer internship roles as part of our Black Talent Pipeline Initiative.
- TD was the lead sponsor for both the Black Professionals in Technology Network Summit, hosting over 1000 attend and the Black Career Conference with over 200 attendees.
- TD has established a Refugee Task Force which focuses on supporting refugee integration and includes a recruitment and hiring strategy.

### Women

TD is committed to increasing women representation across all businesses and levels of the organization. Strategies are created with businesses under-represented by women talent with targets and initiatives to support success in hiring. TD is always committed to promoting inclusion and expanding leadership opportunities for all women.

Specific recruitment initiatives for women in 2019 include:

- Since 2016, TD has a fulltime Senior Strategic Sourcing Partner, working within Talent Acquisition and solely focused on pipelining women talent for under-represented businesses, creating strategies for hiring, providing support to under-represented businesses as well as working collaboratively with recruitment experts to ensure all active roles have balanced shortlists and inclusive hiring practices.
- TD leverages specialized partnerships across its Securities, Technology and Wealth businesses to help women re-enter the workforce after extended leaves and to encourage more women to consider

a career in STEM related fields. Some of the TD sponsored programs are: 'Women in Capital Markets' (WCM), 'Return to Bay Street' and Rotman 'Back to Work'. Our Women in Technology (WIT) programs include women focused Hackathons, mentorship, women focused hiring events and a seasoned team of champions who do ongoing outreach to ensure women are represented across all roles and levels of our technology teams.

- TD co-created a specialized program with ACCES Employment for women who are new to Canada, 'Empowering Women'. TD colleagues participate annually across this full week program to develop, coach and sponsor this talent into the Canadian workforce. In 2019, 3 cohorts, with 237 participants with 180 TD colleagues participated in the program. 37% of the participants were hired by TD. Since the inception of the program in 2016, there have been 14 cohorts and 81% of the participants found employment.
- TD is a founding sponsor of the Rotman 'Back to Work' program. This program is a specialized learning program for women who are returning to the labour force after an extended absence. This annual program consists of three, week-long modules over 3 months. TD hires talent from each session with many success stories of career progression within TD.

### **LGBTQ2+**

TD works closely with a variety of LGBTQ2+ community and student organizations that help drive professional development and career opportunities for LGBTQ2+ talent. These include:

- Presenting sponsor at Start Proud/Out on Bay Street – the largest LGBTQ2+ career conference across Canada; Out West – Start Proud's inaugural LGBTQ2+ conference in Vancouver; Q+ Conference - Queens University bringing LGBTQ2+ students together from universities across Ontario; Rotman Commerce Pride Alliance Panel discussion/networking events – featuring TD LGBTQ2+ leaders.
- Supporting partner for the Pride in Unity Conference; Rotman Pride Alliance and Pride at Work networking events.
- TD LGBTQ2+ networking event held in Montreal in partnership with Start Proud.
- Ottawa Region piloted Financial Advisor Trainee opportunity exclusively for LGBTQ2+ candidates.
- Continued Transgender Internship program providing job opportunities for Transgender individuals within our retail branches.
- Focus on LGBTQ2+ recruitment in Atlantic regions with events held in Halifax and Moncton.

### **SOCIAL MEDIA**

In line with our various communications strategies, TD has created social media marketing strategies to promote awareness and attract a diverse talent pool. 2019 initiatives included:

- Many of our leaders have enhanced LinkedIn profiles, to strengthen their social media presence so they can act as ambassadors and role models in their communities.
- Hosted numerous LinkedIn trainings for several large lines of businesses across North America on how to build a strong profile, utilize LinkedIn for business needs and become a brand ambassador.
- Produced a series of thought-leadership blog articles to strengthen our brand as a leading inclusive organization through various social media channels.
- The TD Newsroom has evolved to include stories that highlight the achievements of our community partners through the TD Ready Commitment and authentic stories from our colleagues.
- Social Media Image Cards are leveraged to attract diverse talent by featuring colleague stories on non-traditional sites such as Twitter, and LinkedIn.
- Produced videos to attract talent to TD and showcase our inclusive culture.
- TD created an Instagram account to extend our audience reach on social media.
- Multiple lunch and learns to help with best practice on building one's online presence.
- Teamed up with Marketing and Communications experts to leverage content.

### **TRAINING AND DEVELOPMENT**



TD provides formal development and mentoring opportunities for all designated groups and allies. All Canadian colleagues complete mandatory D&I e-learning modules on a 24-month cycle and all new colleagues complete the training at onboarding. Additional programs and training assets in 2019 include:

- Gender Identity Evolution Management (GIEM) training was launched as part of a multi-year initiative to ensure that TD's Canadian business standards, practices, and technology are restructured to enable appropriate references to gender identity and expression as well as to support the mindset and behavior shifts required to authentically demonstrate TD's commitment to providing welcoming and legendary experiences to all our customers and colleagues.
- Implementation of a new survey method that demonstrates the value of self-identification and helps our colleagues feel more comfortable. Since the launch of the online Employment Equity Survey course we continue to see increases in survey completion rates.
- Partnering with the Humphrey Group to offer 24 high-potential colleagues with disabilities the 'Enabling Leaders' program.
- We offered five Visible Leadership sessions, an intensive two-day program for top talent visible minority colleagues, supplemented with one year of group mentoring.
- Online Mental Health training continued to be offered to all our new colleagues in Canada.
- Education and awareness sessions, focused on Black communities, continued to be delivered to TD executive teams as well as HR professionals. These sessions have brought attention to the challenges faced by members of Black communities.
- We updated our Inclusive Leadership workshop to reinforce the value of inclusion and focused on strategies for people managers to engage and leverage diverse teams and minimize negative consequences resulting from bias. We offered both an in-person and virtual classroom solution and 1,852 colleagues completed the program.
- An inclusive leadership component has been embedded into the Elevate development program for all titled officers (AVP and above).
- A new D&I learning pathway was added to our learning platform, Thrive.

### **PROMOTION**

TD uses a robust Talent Review and Succession Management Process to provide consistent guidance and a common set of criteria for the assessment and development of talent. As part of the process during 2019, Managers completed talent assessments and participated in calibration meetings with their leaders, peers, and HR to ensure that all assessments were objective and supported. The current and future diversity of teams was also discussed as part of calibration and succession in each business line. TD focuses on purposeful career moves and development planning for its high potential colleagues, and has embedded diversity into the identification, development and deployment of our top talent. Promotion of top talent is closely monitored on a quarterly basis and includes a review of outcomes for women and members of visible minorities at executive levels. The results of the Talent Review for each business, including diversity outcomes, were discussed by the CEO and each Group Head between July and August, and the aggregate enterprise results shared with the CEO and Senior Executive Team thereafter. A talent update, including diversity outcomes, is shared annually with the Board/HR Committee.

### **RETENTION AND TERMINATION**

TD regularly monitors colleague experience through its annual Pulse survey and exit surveys which provides every colleague with the opportunity to give feedback on their overall satisfaction and experience at TD. Included in the survey are demographic questions which allow us to identify any gaps in the colleague experience of diverse colleagues to their counterparts (e.g. women vs men). Action planning is initiated to address colleague concerns.

### **REASONABLE ACCOMMODATION**

TD's Assistive Technologies team (AT) researches and maintains a catalogue of current assistive devices and software that can be quickly deployed to colleagues. The AT team provides training on the use of new equipment as well as ongoing support and maintenance of the hardware and software, maintains an array of accessibility testing tools and works with businesses to help improve the accessibility of services we provide to customers. In 2019, the AT team deployed 1,276 solutions to enable colleagues to do their jobs (more than any other year) and since its inception in 2006 has deployed over 10,000 pieces of technology. The AT team also consult with TD lines of business to ensure accessibility is considered in design of new technology and systems. TD stands tall in this space and is proud to be the only financial institution with an Assistive Technology lab used for testing, education and informational tours.

TD's Workplace Accommodation Program continues to manage an increased number of colleague requests every year. In 2019 our Accommodation team supported 2,831 cases.

The program administers and follows-up with internal and external business partners and colleagues to ensure customized accommodations as recommended by Manulife are appropriate, functioning, and fulfil the needs for each colleague. This program is supported by a centralized accommodation budget and internal resources to enable colleagues to be effective in their work. In addition, TD is the only financial institution in Canada to have an on-staff American Sign Language interpreter who is available to our colleagues on a full-time basis.

## **Constraints**

Constraints to reporting on progress include colleagues, specifically new hires, continuing to choose not to complete the employment equity survey despite reminders. Also, some colleagues complete the survey, but choose not to self-identify, and some disagree with the definitions/terms organizations are required to use in the survey (e.g. “visible minority”, and “disadvantaged in employment”). Also, diversity data doesn't include EXPAT that are on non-Canadian system payroll and does not include colleagues on Long Term Disability (LTD)—which could influence low representation numbers for PWD.

## **Consultations with Colleague Representatives**

TD's Employee Council on Employment Equity (ECEE) meets to review progress with respect to the Employment Equity Plan in their respective businesses and across the organization. Representatives provide opinions, advice and information to better implement employment equity plan.

## **Future Strategies**

In addition to the initiatives described above, in 2020, TD will continue to execute on its three-year D&I plan and employment equity plan including:

- Continue to drive increased representation
- Continue to promote a comfortable environment to self-identify
- Maintain high senior executive engagement and accountability
- Embed diversity and inclusion in all leadership and management training

Additionally, to provide greater focus on Black talent representation and support for Black customers and colleagues, in 2020, we added a newly formed Black Experience pillar in our D&I strategy, and we will create a comprehensive roadmap to attract, retain and develop Black professionals with the goal of making TD an employer of choice for Black communities. At the same time, we committed to doubling the representation of Black executives by the end of 2022. We also made a broader and longer-term commitment to increase minority executive representation across the Bank by 50% by 2025, at which time these communities will represent more than 25% of TD leaders. This will include a specific focus on Black and Indigenous talent. To expand our learning, we will add educational training modules on

Understanding the Black Experience and Anti-Black Racism and an Anti-Racism Education Program.  
Listening and learning from each other is a vital part of our collective education journey.

