

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 26.5 million customers globally with approximately 14 million active online and mobile customers. TD is headquartered in Toronto, Canada, with more than 90,000 colleagues in offices around the world, including more than 2,300 retail business locations and approximately 60,000 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 customers, colleagues and communities. Diversity and inclusion (D&I) are core values at TD - embedded in leadership development, talent acquisition/management strategies, learning and development programs, and integrated into supporting policies and business practices. Our D&I strategy and objectives are centered on the following three stakeholder groups:

- **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 and thrive.
- **Customers:** TD is a company that speaks to who our customers are; not only through colleagues who reflect the diverse communities we serve but also by removing barriers so that all customers have equal access to our products and services.
- **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 received numerous awards in 2020 such as Refinitiv's Top 25 Most Diverse & Inclusive Companies and we were included on Canada's Best Diversity Employers list, among others.

II. Quantitative Information (2020)

Self-identification remains an important initiative to understand the representation of our workforce. In 2020, our annual campaign yielded a 93.8% survey completion rate across Canada. Although onboarding is a particularly low time of disclosure for new hires, self-identification remains a priority at all stages of our colleague life cycle where we still suspect under reporting. One of the challenges with low disclosure is the definition of People with Disabilities (PWD). Some colleagues are confused by the definition and whether they meet the disability criteria as their disability has been accommodated.

Based on self-identification data:

- (a) COVID-19 made 2020 an atypical year and TD's overall **Hire Rate** decreased from 19.0% in 2019 to 10.9%. The Hire Rate for all four Designated Groups (Indigenous Peoples (IP), People with Disabilities (PWD), Visible Minorities (VM), Women) was lower than the overall Hire Rate with PWD (6.6%) having the largest variance to the overall number. It should be noted that 37.4% of new hires have not completed TD's self-identification survey (12 month rolling average to Jan 31/21).
- (b) TD's overall **Promotion Rate** decreased from 14.5% in 2019 to 10.1% in 2020. The Promotion Rate for TD's VM remained higher than the overall Promotion Rate. Promotion Rates for IP, PWD and Women are lower than the 2020 Promotion Rate.
- (c) TD's overall **Termination Rate** decreased from **12.7% in 2019** to 9.9% in 2020. Termination rates for PWD, VM and Women were below the overall Termination Rate and the rate for IP was 9.9%, the same as the overall Termination Rate.

At the end of 2020, the Bank met its goal in Canada to increase the representation of women holding titled vice president and above roles to 40%. Currently, women comprise 20% (2 of 10) of positions at the executive officer level, the Bank's Senior Executive Team (SET).

TD unequivocally stands against racism of any kind. In July 2020, TD committed to doubling VP+ Black representation by FY22 at TD. 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. The 2025 goal will include a specific focus on Black and Indigenous talent.

INDIGENOUS PEOPLES

	2019	2020
Representation	1.5%	1.3%
Hire Rate	16.5%	6.8%
Promotion Rate	14.9%	8.6%
Termination Rate	12.3%	9.9%

The **Labour Pool Availability (LPA)** decreased from 2.3% in 2019 to **2.2% in 2020**.

PEOPLE WITH DISABILITIES

	2019	2020
Representation	7.8%	9.3%*
Hire Rate	12.1%	6.6%
Promotion Rate	11.4%	7.7%
Termination Rate	10.8%	7.0%

The **LPA** decreased slightly from 9.7% in 2019 to **9.6% in 2020**.

*While we are slightly below LPA, we showed a notable improvement in representation

VISIBLE MINORITIES

	2019	2020
Representation	39.0%	42.6%
Hire Rate	18.0%	10.2%
Promotion Rate	15.3%	11.8%
Termination Rate	12.1%	8.6%

The **LPA** increased slightly from 28.3% in 2019 to **28.9% in 2020**.

WOMEN

	2019	2020
Representation	55.9%	55.7%
Hire Rate	17.5%	9.9%
Promotion Rate	14.8%	9.6%
Termination Rate	11.6%	9.2%

The **LPA** decreased slightly from 52.4% in 2019 to **51.7% in 2020**.

III. Qualitative Measures

COMMUNICATIONS

TD uses various tools to communicate and to 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. Diverse Employee/Business resource groups provide opportunity for engagement of colleagues from various backgrounds and allies including, among other things, storytelling, identifying role models and sharing of

information and tips on career development. Over 50,000 colleagues are registered in internal, online diversity-related network groups (e.g. Indigenous Circle @ TD, Forever Proud).

Our D&I program is also highlighted in TD's annual Environmental, Social and Governance (ESG) Report, accessible to TD colleagues and the general public. This report provides information on diversity governance, board and workforce diversity, and our 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 monthly.

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. TD has a Global Head of Diversity and Inclusion (D&I Global Head) to further advise the e-IDLC and is supported by a team of D&I professionals (COE). In addition to the D&I Global Head, the e-IDLC governance structure includes a Senior Executive Team (SET) Chair and members or delegates from each business as well as senior 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 and they receive updates on a quarterly basis to track progress.

To provide greater focus on Black talent representation and support for Black customers and colleagues, we added a newly formed Black Experiences pillar to our D&I strategy supported by a permanent resource and three contract (12 months) resources to expedite the design and execution of key initiatives and demonstrate meaningful progress.

KEY 2020 INITIATIVES

The COVID-19 pandemic required TD to quickly **enable 60,000 colleagues to work from home**. This made it challenging to bring people together in the way we were accustomed. The pandemic emphasized the importance - more important than ever – of finding alternative ways to support each other, connect and celebrate. TD continued to leverage internal and external events and initiatives to build awareness, create dialogue and promote diverse, accessible and inclusive environments. Since March, **100+ virtual D&I events** were held across TD. See below for a list of events and initiatives:

1. **TD's second annual D&I Colleague Summit**, themed "**Better Together**", was attended by more than 6,000 colleagues. During the two-hour virtual event, colleagues across the Bank shared their stories focused on how we are creating inclusive experiences for the colleagues, customers and communities we serve with a focus on how lives were touched in meaningful ways in the first year of the pandemic.



2. For the seventh year, TD sponsored Indspire's **National Gathering for Indigenous Education**, bringing more than 900 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 sponsored highly visible events focused on Indigenous Peoples' leadership, business and economic development and education.
3. TD's Black Employee Network (BEN) hosted several virtual **Uncomfortable Conversations** sessions following the murder of George Floyd and others. These events featured TD executives, colleagues and external speakers having open and honest discussions about the experiences of Black colleagues and community members. Almost 3,000 participants across the enterprise joined each session and the feedback was overwhelmingly positive.
4. TD organized two Enabling Leader cohorts, a development program created by the Humphrey Group for TD Bank colleagues who identify as having a disability. The program is a 2-day session supporting leadership skills and career development/advancement.
5. TD celebrated International Day of People with Disabilities (IDPWD) with 11 events over 3 days which included keynote speakers, workshops and breakout sessions under the theme "Not All Disabilities are Visible". Approximately 900 colleagues attended the events.
6. In February, TD's annual Toronto-based *Black History Month event* was one of the last in-person events hosted in 2020; it was attended by over 650 colleagues and executives. The theme, "Our Story: Our Identity", centered around the impact of owning and sharing personal stories.
7. PWD committee hosted a TD Cares and Shares campaign to connect colleagues at a time when the impacts of isolation began affecting a majority of people. The campaign included a variety of online Well-Being Seminars (10,000 participants), leadership communications and colleague stories.
8. In support of National Indigenous History Month, Dr. James Makokis (winner of Amazing Race Canada), Two-Spirit community guest speaker, shared his professional and personal journey and knowledge with 2,300 colleagues through the annual Indigenous National Speaker Event series.
9. In July, TD's enterprise Women in Leadership (WIL) committee hosted its first townhall featuring leaders across the Canada and the US discussing issues important to women. Approximately 3,000 colleagues gathered to hear leaders discuss the effects of COVID-19 on working women and how important allyship is, especially when working remotely.
10. The WIL Committee also hosted three virtual events series, attended by almost 1500 colleagues, featuring women leaders and colleagues at all levels discussing topics to help women navigate the new normal of remote work, managing virtual schooling, engaging in self-care and other life/work balance priorities.
11. TD launched Women in Business and Women and Wealth websites to support women entrepreneurs and help facilitate their success and growth.
12. TD collaborated with the Women in Technology (WIT) group and organizations such as #MoveTheDial and the Ontario Network of Women in Engineering. WIT organized #MoveTheDial TD Stories events expanded participation in the accountability circles mentoring program and launched a virtual WIT networking series.
13. TD partnered with Black Hxouse, an organization focused on providing Black, Indigenous and other minority groups with mentorship, tools, learning and networking opportunities.
14. TD was the presenting sponsor of the 2020 Black Professions in Technology Network (BPTN) conference (BFUTR). The conference hosted over 100 speakers and was attended by over 10,000 participants.
15. TD organized more than 10 enterprise wide LGBTQ2+ virtual initiatives for LGBTQ2+ employees and allies to connect as a community, with more than 7,000 employees participating.
16. In partnership with LGBTQ2+ Chambers of Commerce, TD is supporting small businesses and entrepreneurs navigate business environment amidst pandemic, by providing financial workshops and seminars.
17. TD Securities launched a Peer to Peer Pride Program (P2P Pride). P2P Pride is a grassroots global initiative that offers support to our LGBTQ2+ colleagues.

Note that prior to the start of our events, TD continues to make it a priority to demonstrate our respect and recognize traditional territories of Indigenous Peoples by doing land acknowledgments. We also encourage our employees to educate themselves on the land where they work and live.

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 recruiting channels. We have 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 for diverse candidate slates. Furthermore, when posting jobs on internal and external online job boards, TD is active in outreach and sourcing diverse candidates. We 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, participated in and sponsored a number of programs and conferences to increase the diversity of our candidate pool. There are many examples of these partnerships within TD, including the Bridging the Gap Scholarship, the ONYX Initiative, and TDI Indigenous Scholarships and many measurements of success including hiring 47 Summer and Fall Intern students for our Black Talent Pipeline Initiative (BTPI).

Indigenous Peoples

TD's Talent Acquisition team includes a dedicated, experienced Indigenous Diversity Sourcer who focuses on establishing relationships with schools, student centres and First Nations across Canada 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 and the voices and contributions of colleagues from the Indigenous communities, TD participated in the following initiatives in 2020:

- In partnership with "Our Children's Medicine", TD attended a virtual recruitment fair in October to hire Indigenous youth for roles in Canadian Personal Banking across Canada.
- In partnership with Indspire, TD sponsored bursaries, scholarships ('Building Better Futures') and gathering opportunities ('Soaring') for Indigenous students. TD's Indigenous Regional Manager was a member of the selection committee which created networking opportunities for students to learn about job opportunities upon graduation.
- Our dedicated Indigenous recruiter attended and spoke at NATOA's Indigenous Women's Summit in Montreal: Indigenous Women's Summit is a 2-day event designed as a space for storytelling, discussions, workshops, networking and advice from top Indigenous female leaders from across the nation, over 200 delegates attended.



- 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 engaged current Indigenous colleagues at TD to share their career experiences.

People with Disabilities

In addition to an experienced Diversity Sourcer focused on recruiting PWD, TD leverages virtual networking sessions with students with disabilities and business leaders. 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 recruited people with disabilities for career opportunities across our Canadian businesses. Pivoting from in-person networking receptions, TD has benefitted from Lime Connect new virtual events, expanding our reach to find strong talent from across the country. Since 2013, TD has hired more than 100 colleagues through Lime Connect Canada into every business within the Bank.
- TD continues to build on its strong relationship with Specialisterne Canada, an organization that partners with employers and identifies talented individuals with neurodiversities. The program includes onboarding support for new colleagues, their people managers and the broader teams. We now have 49 hires on board. This year, TD expanded the Specialisterne hiring program to the US.
- TD includes verbiage around work-related accommodations with every new job offer letter to highlight the support and availability of our centrally funded accommodations program. This empowers new colleagues and provides reassurance that they are welcome to request the supports required, in advance, to help them succeed at work.

Visible Minorities

TD is committed to finding, building and nurturing talent from all backgrounds. TD has a Diversity Sourcer focused on recruiting Visible Minority talent with a focus on the Black talent. Highlights 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 2,355 mentoring relationships, with 123 TD mentees who gained positions with TD Bank. In 2020, 184 mentoring partnerships were conducted by TD Mentors and 13 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 ACCES Employment, LAMBA and ASCEND. To date, TD has hired 860 newcomers from ACCES programs and 89 in 2020.
- ACCES received a grant from The TD Ready Commitment for \$900,000 over three years. The grant covers the program delivery for Empowering Women program for four cohorts per year, Cyber Security Connections for 2 cohorts per year, ACCES Women in Technology. Since 2016, TD has sponsored 17 cohorts from which 296 women have graduated; 240 women have been employed in their chosen field, with 76 of them at TD.
- ACCES held four recruitment events aimed at Black communities. 35 of the 82 participants were hired by TD (41%).
- TD, partnered with CAUFP (Canadian Association of Urban Financial Professionals), presented an Online panel event titled Black Seniority in the Workplace which connected internal leaders with senior professionals from the black community.
- TD held its annual Youth Summit in partnership with CAUFP with 450 attendees and 3 candidates hired.

Women



TD is committed to increasing the representation of women at all levels across the enterprise where inequity is identified. TD has a Diversity Sourcer, solely focused on pipelining women talent by creating strategies for hiring, providing support to businesses as well as working collaboratively with recruitment experts to ensure all active roles have gender diversity on candidate slates.

- 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.
- The virtual Rotman 'Back to Work' program is specialized learning for women who are returning to the labour force after an extended absence. TD had an opportunity to customize a Mentoring program for 6 selected participants to allow them to increase their networks and business acumen by being paired with a TD Executive.
- 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 2020, 3 cohorts, with 60 participants and 90 TD colleagues participated in the program. Since the inception of the program in 2016, there have been 19 cohorts and 81% of the participants found employment. TD is proud to hire approximately 37% of the talent coming from this program.
- TD committed a preliminary roll out plan for Lean In Circles across TD businesses. The Circles will address the need for support and networking that women were requesting in the workplace that was further highlighted as a result of the pandemic.

LGBTQ2+

- TD has a Diversity Sourcer focused solely on recruiting for LGBTQ2+ colleagues. They work closely with a variety of LGBTQ2+ community and student organizations that help drive professional development and career opportunities for LGBTQ2+ talent. These include: Presenting/lead sponsor of: Start Proud/Out on Bay Street, the largest LGBTQ2+ career conference across Canada; 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.
- Partner in Q+ Queens LGBTQ2+ Mentorship program
- Transgender Internship program providing job opportunities for Transgender individuals within our retail branches.
- TD launched the Tent LGBTQ2+ Refugee Mentorship program. This is a three-year commitment where 50 TD mentors will be focused on providing LGBTQ2+ refugee mentees an opportunity to receive professional guidance from a trusted resource in an LGBTQ affirming space. The program also serves to develop cross-cultural competencies to mentors.

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. 2020 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 training sessions for several lines of business across TD on how to build a strong profile, use 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.
- Highlighted the careers of diverse talent through a series titled "The Switch" that profiles careers and redeployment of colleagues throughout the organization particularly those who are diverse.
- TD Stories has evolved to include stories that highlight the achievements of our community partners through the TD Ready Commitment and authentic stories from our colleagues.
- Created monthly campaigns that celebrate various heritage months, showcasing our diverse and inclusive culture (i.e. Black History Month, National Indigenous Peoples History Month, Women's History Month)
- Social Media Image Cards are leveraged to attract diverse talent by featuring colleague stories on sites such as Twitter, and LinkedIn.
- Produced videos to attract talent to TD and showcase our inclusive culture.

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 2020 include:

- In November, a new e-learning, **Understanding Black Experiences (UBE)**, launched to the entire workforce. It was the first of two online courses focused on providing colleagues with a heightened awareness of Black experiences, including the negative impacts of racism and common microaggressions.
- **Recognizing and Addressing Anti-Black Racism and Anti-Racism**, launched in December after UBE. The course provides colleagues with knowledge and awareness to proactively drive and sustain racial equity within their sphere of influence, to drive the values of the organization where everyone feels valued and respected.
- **Indigenous Peoples in Canada**, an online learning module was launched to provide TD colleagues foundational knowledge about Indigenous communities in Canada, including the legacy of the Residential School System, cultural diversity within the three distinct groups of Indigenous Peoples in Canada and how to demonstrate welcoming language and identify actions towards reconciliation.
- **History of Indigenous Peoples in Canada and a Path Forward** was launched as a supporting module to **Indigenous Peoples in Canada** to assist TD colleagues in learning more about the historical events that continue to impact the lives of Indigenous Peoples in Canada, and everyday acts of reconciliation to join the healing journey as we all move forward together.
- Launched the Inclusive Leadership Toolkit that includes information about inclusive leadership, a self-assessment and some examples of potential personal I&D objectives.
- Created an **internal well-being hub including access to health and wellness programs** to provide colleagues articles and resources on a variety of topics ranging from mental, physical and financial health to family and social support.
- A variety of new D&I resources added to "Thrive", our online learning pathway.

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 2020, talent assessments were completed followed by calibration meetings with respective leaders, peers, and HR to ensure that 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 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. 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

Recognizing the economic impacts and challenges, TD committed to **no COVID-19-related job losses in 2020**.

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 Workplace Accommodation 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 a full-time, on-staff American Sign Language interpreter who is available to support colleagues. In 2020, our Accommodation team supported 3,807 cases, an increase from 2019. Due to the pandemic, 51% of the requests received were related to supporting our colleagues with their work from home needs.

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. The AT team deployed 1,615 technology solutions to enable colleagues to do their jobs (more than any other year) and since its inception in 2006 has deployed over 11,500 pieces of technology. The AT team also consults with TD businesses 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 that maintains an Assistive Technology lab used for education and informational tours. In 2020, AT focused on ensuring our colleagues had what they needed to do their jobs outside TD premises.

Constraints

Constraints to reporting on progress include colleagues, specifically new hires, choosing not to complete the Employment Equity Survey despite annual campaigns and periodic reminders. Some colleagues complete the survey, but choose not to self-identify, and some disagree with the definitions organizations are required to use in the survey (e.g. "visible minority" and "disadvantaged in employment"). Also, diversity data does not include colleagues who are on non-Canadian system payroll while working in Canada or colleagues on Long Term Disability (LTD) which could influence lower representation numbers for PWD.

Consultations with Colleague Representatives

We consult with colleagues through different forums including D&I related surveys, listening tours to gather feedback, and consultations with employee resource groups. In addition, 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. Diversity planning is approved by the e-IDLC members and communicated with their teams. The business then builds their own D&I plan to implement over the duration of their roadmap.

Future Strategies

In addition to the initiatives described above, in 2021, 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 levels of senior executive engagement and accountability
- Embed diversity and inclusion in all leadership and management training
- Review our onboarding process and define action plans to further support employees