

I. General Overview

TD is headquartered in Toronto, Canada, with more than 85,000 employees in offices around the world and approximately 55,000 employees in Canada. The Toronto-Dominion Bank and its subsidiaries are collectively known as TD Bank Group (TD). TD offers a full range of financial products and services to approximately 23 million customers globally through three key business lines:

- **Canadian Retail** including TD Canada Trust, TD Commercial Banking, TD Auto Finance Canada, TD Wealth (Canada) and TD Insurance
- **U.S. Retail** including TD Bank, America's Most Convenient Bank and TD Auto Finance U.S., TD Wealth (US) and TD's investment in TD Ameritrade
- **Wholesale Banking** including TD Securities

On October 31, 2014, TD had CDN \$944 billion in assets and ranked among the world's leading online financial services firms, with approximately 9.4 million active online and mobile customers. The Toronto-Dominion Bank trades on the Toronto and New York stock exchanges under the symbol "TD". The Toronto-Dominion Bank is a chartered bank subject to provisions of the Bank Act (Canada).

Since 2005, diversity has been a strategic business imperative, aligned with our corporate mission to "Be The Best Run, Customer-focused, Integrated Financial Institution with a Unique and Inclusive Employee Culture." TD has worked to identify and remove barriers and biases and has added talent and expertise across the bank. For the fourth straight year, TD has been selected as one of Canada's Best Diversity Employers.

This report is about TD in Canada and outlines its initiatives and performance during 2014, relating to the designated employment equity groups: Aboriginal Peoples, People with Disabilities, Visible Minorities and Women.

II. Quantitative Information

TD's overall workforce representation is above Labour Pool Availability (LPA) for Persons with Disabilities (PWD), Visible Minorities and Women. Representation of Aboriginal Peoples increased by 7% but is still below LPA. Aboriginal Peoples remains one of our key areas of focus for 2015.

Hiring rates for designated groups have improved since 2013, but remain below TD's overall hiring rate by more than 15%. This is, at least in part, due to a lag in self-identification for new hires.

TD's overall promotion rate was 13.5%. Promotion rates for designated groups overall and for EEOG 01 were proportionate (within 15%) with the exception of PWD (9.9%) and Aboriginal Peoples at (11.46%).

TD's overall termination rate was 11%. Retention of designated groups was favourable in every category.



WOMEN

TD's representation for Women is above LPA in all EEOG's.

Representation of women in EEOG 01 is increasing (33.67% in 2014, 32.7% in 2013 and 32.0% in 2012) and remains well above LPA of 24.4%. EEOG 02 also increased by 1.66%.

VISIBLE MINORITIES

Visible minorities represent 29.5 % of TD's workforce, increasing from 28.3% in 2013 and 28.0% in 2012. This is also significantly above LPA of 24.7%.

EEOG 2 to EEOG 10 are above LPA, with EEOG 2 above LPA by 75.5%. Representation in EEOG 01 is still below LPA, but increased 13.9% year over year to 11.2% vs LPA of 12.2% (a gap of 5 individuals). EEOG 11, which we are now reporting as a result of some job reclassifications, is below LPA by 7.9%.

ABORIGINAL PEOPLES

Aboriginal Peoples represent 1.3% of TD's total population, increasing from 1.2% in 2012, but still below LPA of 2.1% by 419 employees. The gap grew this year as LPA increased from 1.7% to 2.1%.

EEOG 04 decreased by more than 15% because the 2 Aboriginal employees who identified in this category changed their Aboriginal status or job category in 2014 resulting in 100% change. EEOG 07, which had been decreasing over the past 2 years increased by 112% this year as an 8 additional employees were either hired or identified as Aboriginal.

10% of TD's Aboriginal Peoples work in our General Insurance Division which is provincially regulated and is not included in these numbers.

PEOPLE WITH DISABILITIES

People with Disabilities represent 6.3% of TD's total population, an increase from 5.2% in 2013, 5.0% in 2012 and 3.5% in 2011. This is above LPA by 10.1% or 307 employees. EEOG 05 is the only EEOG not currently above LPA.

III. Qualitative Measures

COMMUNICATIONS

TD uses internal and external communications to build awareness, and commitment to Employment Equity and Diversity, and to foster "a unique and inclusive culture", part of our corporate mission.

In 2014, we refreshed content on our intranet to keep employees up-to-date. In the Employment Equity section employees can access our employment equity policy, survey, annual report, and three-year plan. In 2014 we ran a "Count Me In" campaign which resulted in **an additional 7.7% of employees completing the survey and a cumulative total of 85.6% completion.**

TD Leaders and employees use the social media features of the intranet to share stories and information, to provide role models and practical tips on career development, leadership, flexibility



and work/life balance. It is truly a two-way communication forum with comments and feedback. On-line diversity communities provide an opportunity for dialogue and exchange among employees and executives from diverse backgrounds. **Diversity blogs are some of the most read and commented on blogs across the TD intranet. Two diversity articles logged almost 10,000 views each!**

Leaders and employees use both on-line and in person forums to “tell their story” and explore topics around identity, and being able to “bring your whole self to work”. These discussions have been particularly important for our PWD and Aboriginal employees and leaders.

In November we launched the Diversity Event in a Box toolkit, a resource to help **businesses across the bank embed diversity and inclusion in their employee events.**

TD’s Senior Executive Team and their direct reports receive quarterly reports of diversity in hires, promotions and departures as well as workforce representation numbers so they can better gauge the progress and needs of the organization and within their own businesses. The result is **enhanced accountability for employment equity that flows from the Senior team to business leaders across the enterprise.**

TD annual Corporate Social Responsibility report, accessible to TD employees as well as the general public, provides **transparent reporting** on TD’s diversity governance, board diversity, workforce diversity against LPA, and TD’s supplier diversity strategy.

In 2014, we released our Aboriginal Report entitled "TD and Aboriginal Communities in Canada." and **invested more than \$2.71 million in programs and initiatives to enrich Aboriginal communities.**

Externally, **TD's diversity story has been featured in numerous publications** in 2014, including a CBC TV feature on Disability, La Presse and Canadian HR Reporter articles on diversity in recruitment, Money Talk TV segments on Aboriginal contributions to the economy, and Nation Talk on-line news feature highlighting the release of our Aboriginal Community report. The Globe and Mail wrote about the Back to Work program we sponsor for women who have been out of the workforce, and AMOI and the Chronicle-Herald carried stories about TD's Black History month series.

EQUITY ENVIRONMENT

TD’s mission includes to “build a unique and inclusive employee culture.” We translate those words into action through top down leadership and bottom up employee engagement in initiatives that recognize diversity and inclusion as business imperatives.

Through TD's enterprise-wide Diversity Leadership Council and its 19 associated committees and subcommittees, approximately 300 of our **executives are engaged and accountable for driving diversity and inclusion throughout our business.** More than 540 employees help run the 44 committees or networks supporting our six diversity areas of focus – Women, Aboriginal Peoples, Visible Minorities, People With Disabilities, Lesbian, Gay, Bisexual, Transgender (LGBT) and the customer-focused Serving Diverse Communities. More than 17,500 employees have joined TD's diversity networks across the country, a 60% increase from 2013 and increasing every day.



TD Events and Contributions in 2014

1. TD was the premier sponsor of the Assembly of First Nations Annual General Assembly in Halifax and became Community Builder level partners with AFOA Canada, the highest level of partnership available, with a focus on **creating financial capacity in Communities**.
2. TD was a major sponsor of Indspire's National Gathering for Indigenous Education, **bringing indigenous teachers together from across the country to share their experiences** and pursue professional development.
3. Through our partnership with Frontier College, more than 6,000 Aboriginal children and youth from 150 communities participated in **Summer Literacy Camps**.
4. We support **Aboriginal specific programing and initiatives at Canadian Universities and Colleges**. As an example, in September we announced a major gift to the University of Saskatchewan - a multi-layered, multi-year commitment to support the research, teaching, outreach and engagement activities of The Indigenous Land Management Institute (ILMI) at the University of Saskatchewan.
5. In 2014, over 1,000 employees participated in formal events to recognize National Aboriginal Day. Our **Aboriginal Circle membership increased to 625 employees**, from just 212 in 2012.
6. We created an Aboriginal Banking Team in 2013, which grew in 2014 by 3 people who focus on both product and business development to **support the unique needs of Aboriginal communities**.
7. In September, TD leaders in BC Region attended a day of **cultural awareness activities** hosted in Chilliwack by Stó:lō Nation.
8. In September, TD was awarded **Gold Level Status in Progressive Aboriginal Relations (PAR)** by the Canadian Council for Aboriginal Business. This program assesses focus and progress in employment, business/customer and community investment.
9. In 2014, TD hosted over 50 **Women in leadership (WIL) professional development and networking** sessions. TD's online WIL Community grew from 3,200 members in February 2013 to 7,925 members in May 2015.
10. We hosted **5 Black History Month employee receptions** in Toronto, Mississauga, Montreal, Halifax & Ottawa. Special guests included former Governor General Michaëlle Jean and R&B singer Jully Black
11. **Our South Asian & Lunar New Year Galas** each attracted over 1200 employees and increasing executive & business presence..
12. TD hosted a joint LGBT/Visible Minority panel discussion on Growing Up Gay & Lesbian in a Multi-Cultural Context. Panelists were drawn from both the internal & external VisMin LGBT community. Attendee's found the subject matter thought provoking and **applauded TD for providing a forum for openly discussion**.
13. TD was a Diamond Sponsor at the International Summit on Accessibility in Ottawa and participated in an executive panel presenting "**Business Benefits of Inclusion: TD's Experience**" **bringing international exposure to TD's PWD strategy**.
14. In Vancouver, TD sponsored the Abilities in Mind (AIM) Conference – "Embracing Abilities: Making it Happen", demonstrating **TD leadership through sponsorship and commitment to employment**.
15. TD was the primary sponsor of the 40th Anniversary of Mayfest, the largest Deaf community event in Toronto. By increasing our sponsorship, we provided free admission to this two day event **removing a barrier for low income members of the community**.



EMPLOYMENT SYSTEMS

TD knows that to attract and retain great people we must have an equitable, diverse and inclusive workplace. We work to identify and eliminate barriers or biases and enhance employee experience.

TD has **comprehensive policies and programs** to support a human rights culture: Harassment, Discrimination, and Violence in the Workplace; Employment Equity; Workplace Accommodation; IT Accessibility; and Premises Accessibility Standards for branch and corporate office environments.

All new employees are required to complete our "**Diversity and Inclusion at TD**" e-learning course.

In 2014, TD commissioned focus groups and one-on-one interviews with visible minority employees and their managers to better **understand and remove any barriers to success**. Results were used to develop a Leadership Program for high potential visible minority employees.

TD also joined the Employment Equity Practitioners Group hosted by the Canadian Centre for Diversity and Inclusion (CIDI). The group's objectives are to **share, learn and leverage best employment practices** from other members of the group.

Initiatives for Designated Groups

RECRUITMENT

In addition to posting jobs on our own and other on-line job boards, TD is **active in outreach and sourcing diverse candidates, focusing on campus, and leveraging partnerships with regional and national organizations**. We work closely with these organizations and candidates to ensure they are familiar with TD culture, skills, expectations and job opportunities. We participate in career fairs to engage and encourage candidates to pursue a career with us and **to promote TD as an employer of choice for diverse candidates**. These sessions can attract as many as 200-plus students/candidates.

Women

- Since 2010, TD has been the lead sponsor and helped develop the Rotman Back to Work Program, **transitioning approximately 35 women annually, to permanent mid-management-level employment**. TD has hired 20 graduates from the program since its inception.

Visible Minorities

- Our partnership with the Toronto Region Immigrant Employment Council (TRIEC), initiated in 2005, helps new immigrants with their job search in Canada. Since the program's inception, **TD employees have provided over 1300 mentoring relationships, with approximately 25% of mentees gaining positions with the bank**.
- Through our partnership with ACCES, an organization providing services to new Canadians we have **hired over 125 ACCES graduates**. We also partner with and contribute to many other organizations, including LAMBA - Latin American MBA Alumni network and CPAC – Chinese Professionals Association of Canada.

People with Disabilities



- Ability Edge: We use this program, to recruit people with disabilities for internship placements across TD. **Since the program inception (1999) we have hosted a total of 43 internships.**
- In partnership with Lime Connect Canada, 4 third year students were included in the TD summer internship and scholarship program this year. Since the program's inception in 2009, **TD has hosted a total of 21 interns and has hired 36 candidates.**

Aboriginal Peoples

- TD participated in the Canadian Association of Career Educators and Employers National Conference to **promote TD's focus on hiring Aboriginal students and graduates.**
- TD participated in **15 recruitment events with local schools focused on Aboriginal talent.**
- As a Leadership Circle Member of the Aboriginal Human Resource Council (AHRC) – TD attends Inclusion Works career fairs annually.
- In 2014, **TD hosted two Aboriginal recruitment fairs** in London and Toronto, attracting over 40 Aboriginal candidates.
- TD attends networking events and career fairs with Miziwe Biik Aboriginal Employment and Training based in the GTA.
- TD partnered with the Ch'nook business program (UBC Sauder School of Business) to introduce a **TD internship, providing a student with summer and part time employment in our branch network.**
- TD now has four full-time resources dedicated to diversity recruitment with one of the resources **dedicated to Aboriginal Peoples recruitment full time.**

Other

- Partnering with executive search firms, TD implemented a tracking system to capture total candidate slate diversity for VP+ roles. In 2014, candidate diversity on slates for VP+ roles was over **50%** as the result of thoughtful search firm selection, establishing clear diversity objectives and accountability for inclusion.
- TD supports PAYE (Partnership to Advance Youth Employment), a joint initiative between private sector employers and the City of Toronto designed to provide employment for disadvantaged youth including visible minorities.
- We **leverage on-line diversity networks** and our employee referral program to source diverse talent.

TRAINING AND DEVELOPMENT

TD provides formal development and mentoring opportunities for all designated groups.

This year seven business areas ran mentoring programs for women and forty Aboriginal employees enrolled in group mentoring. In October 2014, TD hosted its first "Speed Mentoring and Informal Networking for Employees with Disabilities" with 31 mentors, most of whom were executives, and 46 mentees. The session started with a professional presentation on **"Effective Networking and Relationship Building."**



In 2014, TD provided the ‘Taking the Stage’ program to 450 women. This program helps **women become comfortable in the spotlight; unlock the power of their voice; create strong scripts; and achieve a dynamic presence on any ‘stage’.**

In 2014, TD designed and launched “Visible Leadership”, an intensive two day program for high potential visible minority employees that combines communications theory, facilitated discussion, executive participation, in-class workshops, role-plays and self-analysis to **help employees achieve their full potential by strengthening their ability to lead and inspire in every interaction.** 72 employees participated in 2014. The program is supplemented with one year of group mentoring.

PROMOTION

Our objective at TD is to improve the **diversity of our future leadership** via more diverse succession pools and proactively ensuring the trajectory of women and visible minorities is realized.

TD uses a robust Resource Planning and Succession Management (RPSM) process to provide **consistent guidance and a common set of criteria for the assessment and development of talent.** As part of this process in 2014, 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 diversity of teams was also included as part of calibration discussions in each business line.

TD focuses on purposeful career moves and development planning for its high potential employees, and has embedded diversity into the identification, development and deployment of our pipeline talent. Promotion of pipeline talent is closely monitored on a monthly and quarterly basis by Senior HR leaders and the Senior Executive sponsor, and includes a review of **outcomes for women and members of visible minorities at executive levels.**

The results of resource planning for each business, including **Diversity outcomes,** are discussed by the CEO and each Group Head in June, and the aggregate Enterprise results are discussed by the CEO and Senior Executive Team in September. A talent update, including Diversity outcomes is also presented to the Board/HRC meeting in September.

RETENTION AND TERMINATION

TD regularly monitors employee experience scores through its annual Pulse survey which provides **every employee 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 employee experience of diverse employees to their counterparts (e.g. women vs men) and to ensure that action planning is initiated to address employees' concerns.

REASONABLE ACCOMMODATION

TD provides its employees with **access to tools and applications they need to be effective and successful in their jobs.** In 2014, TD supported a consistent process with a centralized accommodation budget and centralized resources to provide expertise on accommodations and to minimize delays in getting the right accommodations in place. In 2014, the Workplace Accommodation Program handled more than 1,700 requests for accommodation, including following up with employees to ensure the accommodation was appropriate, functioning, and serving their needs.



TD employs an Assistive Technologies Centre of Excellence (AT) that researches and maintains a catalogue of current assistive devices and software that can be quickly deployed to employees. The AT team provides training on the use of new equipment as well as ongoing support and maintenance of the hardware and software. In 2014, AT deployed 888 solutions **to enable 570 employees with disabilities to effectively do their job**. Also in 2014 we added a new position to provide **automation and enhanced support** for employees with complex technology accommodations.

Constraints

Some employees choose not to complete the employment equity survey or self-identify, and some disagree with the definitions/terms used in the survey (e.g. “visible minority”, and “disadvantaged in employment”)

Consultations with Employee Representatives

TD’s Employee Council on Employment Equity (ECEE) meets quarterly 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.

The official Q4 meeting was held on October 21, 2014 to discuss communication tactics for the upcoming Employment Equity survey campaign. As the ECEE was a key part of the communication plan for a successful campaign, they also met November 18 and December 8.

Future Strategies

In 2015, TD started to execute a new three-year diversity plan (2015-2017) including:

- Strengthening leadership accountability for inclusive behaviours and diversity outcomes.
- Greater focus on the matching of supply (Aboriginal talent) and demand (TD jobs), and continuing to develop positive relationships and build TD’s employment brand in Aboriginal communities
- Leveraging TD mail alerts, social media, and industry associations, campus and community for targeted outreach to attract more diverse candidates.
- Increasing awareness and effectiveness of employee referral programs among diverse employees.
- Continuing to embed diversity in resource/succession planning processes and provide enhanced information and tools to further embed diversity and inclusion throughout the organization.
- Thought Leadership sessions for D&I leaders at TD will provide education, awareness and discussion on a number of relevant topics including unconscious bias, cultural competence etc.
- Updated Diversity and Inclusion training including a new Accessibility in the Workplace module will be rolled out to all employees and executives.

