

## I. General Overview

TD is headquartered in Toronto, Canada, with more than 80,000 employees in offices around the world including more than 2,400 retail business locations and approximately 54,000 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, Business Banking, TD Wealth and TD Insurance providing services through branch, ATM, phone, internet, mobile
- **U.S. Retail** including TD Bank, America's Most Convenient Bank, TD Auto Finance U.S., TD Wealth (US) and TD's investment in TD Ameritrade.
- **Wholesale Banking** TD Securities investment banking, equities, rates, FX and commodities

As of January 2016, TD had CDN \$1,174 billion in assets and ranked among the world's leading online financial services firms. The Toronto-Dominion Bank is a chartered bank subject to provisions of the Bank Act (Canada).

The remainder of this report focuses on facts relating to TD in Canada.

Since 2005, diversity and inclusion 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." For the fourth straight year, TD has been selected as one of Canada's **Best Diversity Employers** for 2015. TD was awarded **Gold Level Status in Progressive Aboriginal Relations** (PAR) by the Canadian Council for Aboriginal Business. The **Return on Disability Index**, containing the best performers in disability for global stock markets, recognized TD as #1 in Canada and sector leader in financial services. In 2016, TD was also proud to receive two **Employment Equity Achievement awards for Outstanding Commitment and Sector Distinction**.

## II. Quantitative Information

In 2015, TD underwent a re-organization review across all businesses and reduced our total population by 2.8%. It is the first year we have seen a decrease in total population since 2010.

TD's representation of Visible Minorities and Women remains above Labour Pool Availability (LPA). Representation of PWD dropped to 2% below LPA and representation of Aboriginal Peoples remained flat at 1.3%, still below our LPA of 2.1%. This is one of our key areas of focus for 2016.

Of the 7,750 people hired in 2015, 4,248 identify as in one or more of the designated employment equity groups. Hiring rates for designated groups are still below the overall hiring rate of 15% by more than 15.0%, at least in part, due to a lag in self-identification for new hires.

TD's overall promotion rate was 11.8%, a decrease from 13.5% in 2014. Promotion rates for designated groups exceeded the overall promotion rate with the exception of PWD (7.4%). In EEOG 01, promotion rates for women and visible minorities exceeded TD's overall promotion rate.



TD's termination rate overall increased to 12.9% from 11% in 2014 due to re-organization. Termination rates for the designated groups remained below the overall termination rate.

### WOMEN

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

There was a significant improvement in the hiring rate of women in Sr Mgr roles (EEOG 1). 10 out of 15 new hires were women. Unfortunately this was largely offset by higher than usual departures due to retirements, resignations and terminations during the recent organizational review.

### VISIBLE MINORITIES

Visible minorities overall continue to comprise 29.0 % of TD's workforce, above LPA of 24.7%.

Representation in EEOG 1 was 5% above LPA in 2015. We note that representation in EEOG 2 is 84.9% above LPA, indicating a very strong pipeline to move into more senior roles over time.

### ABORIGINAL PEOPLES

Aboriginal Peoples representation remained at 1.3% below our LPA of 2.1% by 437 employees.

EEOG 01 decreased from 7 Senior Managers in 2014 to 4 in 2015 while 6 more employees identified at EEOG 02 during that period.

Over 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 5.6% of TD's total population, a decrease from 6.3% in 2014 and 0.1% below LPA, an overall gap of 60 employees. The largest gap is in EEOG 5 – Supervisors.

## III. Qualitative Measures

### COMMUNICATIONS

TD uses internal and external communications to build awareness of and commitment to Employment Equity, diversity and inclusion, and our “unique and inclusive culture”, in our corporate mission.

In 2015, we continued to refresh 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. **The Employment Equity survey is available to employees throughout the year and new employees are encouraged to complete upon hire as part of our employee onboarding process. We plan to run our biannual re-survey campaign in fall/winter 2016.**

TD Leaders and employees use the social media features on our 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 extensive comments and



feedback. On-line diversity communities provide an opportunity for dialogue and exchange among employees and executives from diverse backgrounds. **Diversity and Inclusion blogs are some of the most read and commented on blogs across the TD intranet.**

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”. In 2015 a series of ‘what’s your story’ video vignettes featuring diverse employees was viewed by thousands of employees and was very well received.

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

The 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.

TD appointed Monique Bateman as TD’s Special Advisor, Aboriginal Relations. In this capacity, Monique (former TD executive), who is of Metis heritage, spends time with external organizations, universities and colleges and community partners to build awareness of careers at TD.

TD partnered with AFOA Canada on a series of financial literacy articles targeted to Aboriginal Peoples. These articles are available online and via the Journal for Aboriginal Management (JAM).

Clint Davis, VP Aboriginal Banking and Monique Bateman, have participated in numerous panel discussions and have also been visible in the media, including Money Talk TV.

In June, TD Economics released a report, "Aboriginal Women Outperforming In Labour Markets", bringing attention to the economic power and potential of Indigenous women. We also ran a campaign through Twitter and LinkedIn focused on women’s careers, including release of a Book of Blogs.

We published unique perspectives on issues that matter to women including philanthropy and career, family and legacy aspirations. Two recent reports: 'Time, Treasure, Talent: Canadian Women and Philanthropy' and '10 lessons - Women@Work: Intersections of Career, Family and Legacy'

### **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 21,400 employees **have joined TD's diversity networks** across the country, a 22% increase from 2014 and increasing every day.

TD was awarded **Gold Level Status in Progressive Aboriginal Relations (PAR)** by the Canadian Council for Aboriginal Business. This 3 year program assesses focus and progress in employment, business/customer and community investment.

### **TD Events and Contributions in 2015**

1. At the AFOA Canada conference in February, TD re-launched the "Dollars and Sense" financial literacy program and announced the launch of the Aboriginal Community Banking program, a program that utilizes technology to bring banking services to communities in remote locations.
2. In 2015, for the second year, TD was a major sponsor of Indspire's National Gathering for Indigenous Education, **bringing more than 450 indigenous educators together from across the country to share their experiences** and pursue professional development
3. In February, the Prairie Region Executive team participated in a cultural awareness session, led by Eddy Robinson of Morningstar River.
4. In June, TD hosted an Indigenous Speaker event featuring a keynote by Wab Kinew. This event was hosted in Toronto and broadcast live via webcast to employees across the country. Approximately 1200 employees participated in this event.
5. Throughout June, employees participated in sponsored and TD hosted events across the country, to **celebrate Aboriginal History Month and National Aboriginal Day.**
6. In October we hosted an Indigenous Women in Leadership panel discussion with 3 women Chiefs. This event was attended by 75 executives and employees in Toronto and available online to TD's full employee population.
7. In 2015, TD hosted over 40 **Women in leadership (WIL) professional development and networking** sessions.
8. We hosted **5 Black History Month employee receptions** in Toronto, Mississauga, Montreal, Halifax & Ottawa. Senior Executives participated at each event to continue to champion and voice awareness around the Black Community at TD.
9. **Our South Asian & Lunar New Year Galas each attracted over 1200 employees** and increasing executive & business presence.
10. TD once again sponsored the Ascend Fall Conference, a non-profit organization with the mission to **enhance the presence, influence, and visibility of current and future Pan-Asian business leaders.** The theme "Elevate Your Brand – Setting Yourself Apart" focused on diversity in leadership, sponsorship and personal brand by hosting 4 Canadian CEO's.
11. TD hosted a joint LGBT/Visible Minority panel on Growing Up Gay & Lesbian in a Multi-Cultural Context. Panelists were **members of Visible Minority and LGBT communities.**
12. In December 2015, TD hosted an event titled 'Changing the Conversation' in Toronto as a celebration of International Day of People with Disabilities. Over 200 employees, including senior executives, who identify as having a disability and their allies met to discuss how **to improve the employee experience** for people with disabilities at TD. Two of TD's Deaf employees hosted the event that featured, Maysoon Zayid, actress, comedian and disability activist, as our keynote speaker. Feedback from the event is being used in planning our 2016 initiatives.



13. In 2015, TD hosted two very successful mentoring events for our employees with disabilities with over 100 mentees being supported by more than 20 mentors.
14. TD was the primary sponsor of Mayfest, the largest Deaf community event in Toronto. By increasing our sponsorship, we provided free admission to this two day event in 2015 **removing a barrier for low income members of the community**.
15. TD sponsors and participates in the Foundation for the Advancement of Aboriginal Youth Selection Committee through Indspire and gives out **\$25,000 in scholarships**.
16. In 2015, TD invested more than \$4.2 million in programs and initiatives **to enrich Aboriginal communities** and over \$1.9 million in initiatives **supporting the PWD communities**.
17. In 2015, TD contributed over \$400,000 to **Mental Health related programs and initiatives** including a \$50,000 capital investment to CAMH.
18. **TD supported Literacy and Education programs in the PWD communities** across the country by donating over \$250,000 to various organizations including \$50,000 to March of Dimes for their LIFE program and \$35,000 to Canadian Hearing Society for their literacy initiative.
19. TD contributed over \$90,000 to **employment focused initiatives within the PWD community**, including the Employ-ability program at the Neil Squire Association.
20. TD was a Community Builder level partner with AFOA Canada in 2015, the highest level of partnership available, with a focus on **creating financial capacity in Communities**.
21. In 2015, TD made a landmark \$2.5 million donation to expand Frontier College's highly successful Aboriginal Literacy Summer Camps to First Nations, Metis and Inuit communities from coast to coast. In 2015, more than 6,600 (43,000 to date) Aboriginal children and youth from 99 communities participated in **Summer Literacy Camps**.
22. In 2015, TD pledged \$1 million over 10 years to the new National Research Centre for Truth and Reconciliation (NCTR) hosted at the University of Manitoba campus. The centre is Canada's first and only research facility dedicated to the Canadian Residential School System.
23. TD contributed \$100,000 to the Canadian Women's Foundation in 2015 **to support violence prevention efforts in Aboriginal communities, economic development programs for Aboriginal women, and initiatives to help Aboriginal girls develop their confidence and critical thinking skills**. As the Foundation's National Aboriginal Partner, our support benefitted approximately 5,600 Aboriginal women and girls in every province and territory.
24. The Aboriginal Banking Team grew by an additional person, with Indigenous heritage, who will **support the unique needs of Aboriginal communities in the Ontario North and East regions**
25. Recently, TD has entered into a five year relationship with Communitech, a non-profit entrepreneurial organization that facilitates innovation in technology by helping companies **explore the barriers of women in technology and ultimately activate and grow startups**.
26. In 2015, TD became a member of the Canadian Business SenseAbility, a business network that helps companies realize the **tangible benefits of employing talented people with disabilities**. SenseAbility members have access to business-focused information, practical advice, external experts, peer networks and services to help build a disability confident organization.

### 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. We have 3 Diversity and Inclusion at TD e-learning training modules. All employees complete the mandatory training courses on a 24 month cycle and all new employees complete the training at onboarding. Two of four of the courses were created and/or updated and rolled out in 2015. The other 2 modules are scheduled to be updated in 2016.

## 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 26 graduates from the program since its inception.
- In 2015 we hired a recruiter focused on attracting women to mid management to senior levels.

#### 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 1450 mentoring relationships, with approximately 25% of mentees gaining positions with the bank**.
- Partnering with ACCES, an organization providing services to new Canadians we have **hired over 160 ACCES graduates**. We partner with and contribute to many other organizations, including LAMBA - Latin American MBA's, 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 54 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 32 interns and has hired 76 candidates**.
- TD is currently running a successful job program which provides **meaningful employment to individuals with intellectual disabilities** in two of our Vancouver branches.
- In 2015, statements that TD is **committed to providing accommodations** at all stages of the recruitment process were added to recruitment documentation including applicant profile documents, internal and external job postings and offer letters.

- TD has undertaken a program to ensure that we are at or above the AODA standards for accessibility across our entire organization in Canada. This will improve accessibility and reduce the requirement for accommodation for both our employees and our customers.

### Aboriginal Peoples

- TD's Manager of Aboriginal Recruitment is dedicated to **sourcing candidates** from Canada's indigenous population.
- 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 visits on Campus across Canada **focused on Aboriginal talent.**
- TD attends networking/career fairs in the GTA to **support Aboriginal youth hiring.**
- TD also partners with Aboriginal community's nationally attending career fairs with: Stó:lō First Nation in BC, Musqueam Indian Band BC, Treaty 6 First Nations AB, Windsor ON Native Friendship Center, Thunder Bay ON Native Friendship Center, MAMU Montreal Aboriginal Employment Fair and Jobs and Economic Impact Aboriginal Career Fairs in Atlantic Canada.
- 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.

### Social Media

- We created a black history month social media recruitment campaign aligned to customer campaign and other celebratory TD events throughout the month.
- We promoted Visible Minority and diversity social media content via LinkedIn as it is one of our core areas of content in our Social Media Recruitment Marketing Strategy

### Other

In 2015 we launched our own internal executive recruiting capability and implemented a policy that, at a minimum, 30% of the candidates on a final interview slate must be representative of one of our diversity groups. In the past six months this requirement has been met 90% of the time.

- TD supports PAYE (Partnership to Advance Youth Employment), an initiative designed to provide employment for disadvantaged youth including visible minorities in Toronto.
- We **use 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 2015, TD continued to provide the 'Taking the Stage' program. This program has helped over 2,000 women **become comfortable in the spotlight; unlock the power of their voice; create strong scripts; and achieve a dynamic presence on any 'stage'.**

In 2015 we continued to offer “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**. Nearly 150 employees from coast to coast have participated since inception. The program is supplemented with one year of group mentoring.

TD provided specific training for new Canadian employees who are keen to learn Canadian business language skills, and understand local business culture in order to be successful.

### **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 2015, 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 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**, were discussed by the CEO and each Group Head in June, and the aggregate Enterprise results were discussed by the CEO and Senior Executive Team in September. A talent update, including Diversity outcomes, was also presented at the Board/HR Committee 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's Workplace Accommodation Program managed 1800 employee requests in 2015, an increase of 6% from 2014. The program provides consultation, modifications as required and follow-up with employees to **ensure accommodations are appropriate, functioning, and serving their needs**. This program is supported by a centralized accommodation budget and resources to ensure accommodations are provided and supported in a consistent and timely manner. Examples of accommodations provided in 2015 included ergonomic equipment, support workers, sign language interpreters, physical premises





adjustments, business performance metrics adjustments, job role modifications, as well as assistive devices and applications **enabling employees to be effective in their work.**

TD's Assistive Technologies team (AT) 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 2015, AT deployed 879 solutions **to help enable 568 employees to do their jobs.** AT also consults with TD lines of business to ensure accessibility is considered in design of new technology and systems so they can be used effectively by all employees. AT maintains two Assistive Technology labs used for testing, education and informational tours.

TD employs a dedicated American Sign Language interpreter and maintains a roster of other interpreters who can be engaged by employees and managers. The cost of interpreting for our employees is paid by a central accommodation fund to encourage use.

## Constraints

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

Our representation of visible minorities, persons with disabilities and Aboriginal Peoples typically rises in the years when we run enterprise wide re-survey campaigns. 2015 was not a re-survey year.

We manage inclusion programs on an enterprise basis and report on that basis internally. Employment equity reporting only covers federally regulated businesses so we maintain two reporting schemes.

## 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.

## Future Strategies

In 2016, TD will continue to execute on the three-year diversity plan (2015-2017) including:

- The Employment Equity 'Count Me In' survey campaign will run in fall 2016.
- In 2016, the Diversity Leadership Council governance is changing to strengthen leadership and increase accountability for inclusive behaviour and diversity outcomes within the businesses.
- Continue to embed diversity in recruiting and resource/succession planning and provide enhanced information and tools to further embed diversity and inclusion throughout the organization.
- Updated Diversity and Inclusion training will be rolled out to all employees.