

## I. General Overview

TD is headquartered in Toronto, Canada, with more than 86,000 colleagues in offices around the world including more than 2,400 retail business locations and approximately 55,000 employees in Canada. The Toronto-Dominion Bank is a chartered bank subject to the provisions of the Bank Act (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 24 million customers globally with approximately 10 million active online and mobile customers.

As of October 31, 2016, TD had CDN\$1,177 billion in assets.

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

Since 2005, inclusion and diversity has been a formal strategy, aligned with our corporate vision to Be The Better Bank, through our shared commitments which include embracing diversity and respecting one another. We have embedded inclusion and diversity into every aspect of our business from our workplace practices to our customer relationships and community involvement.

For the fifth straight year, TD was selected as one of Canada's **Best Diversity Employers**. TD is also recognized as having **Gold Level Status in Progressive Aboriginal Relations (PAR)** by the Canadian Council for Aboriginal Business and was proud to receive two **Employment Equity Achievement awards for Outstanding Commitment and Sector Distinction in 2016**.

## II. Quantitative Information

TD's representation of Visible Minorities and Women remains above Labour Pool Availability (LPA) including EEOG 1. Representation of PWD increased to 6.2% exceeding LPA by 11%.

Representation of Aboriginal People remained flat at 1.3% below our LPA of 2%. This remains a key focus for 2017. The narrative report highlights a number of TD's efforts in this area.

Of the 10,048 people hired in 2016, 7,107 identified in one or more of the designated employment equity groups. Hiring rates for all designated groups increased. The hiring rate for Women increased to 15.4%, for visible minorities to 12.5%, for Aboriginal Peoples to 9.3% and for PWD to 6.6%. Hiring for all designated groups except women is still below LPA and below TD's overall hiring rate (15%) by more than 15.0%. This is at least in part, due to a lag in self-identification among new hires, only 43% of new hires completed the Employment Equity survey during their first year of employment.

TD's overall promotion rate was 14.5%, up from 11.8% in 2015. The Promotion rate for Visible Minorities was higher at 17.3%. For the other 3 designated groups promotion rates were lower than the overall promotion rate, however, in EEOG 01, promotion rates for both women and visible minorities exceeded TD's overall promotion rate.

TD's termination rate overall remained steady at 12.8%. Termination rates for the designated groups remained at or below the overall termination rate.

### **ABORIGINAL PEOPLE**

Representation of Aboriginal People has been steady at 1.3% since 2012. This is below our LPA of 2% by 402 employees. Hiring added 63 employees in 2016, and EEOG 001 shows an increase of over 50% from 2015. Over 10% of TD's Aboriginal employees work in our General Insurance Division which is provincially regulated and therefore not included in these numbers.

### **PEOPLE WITH DISABILITIES**

People with Disabilities comprise 6.2% of TD's population, a significant increase from 2015 and above our LPA of 5.6% by 11% or 339 employees. All EEOGs except 1 and 4 increased from 2015.

#### **VISIBLE MINORITIES**

Visible minorities continue to comprise 29.9 % of TD's workforce, well above our LPA of 19.1%. Representation in EEOG 1 was 15.9%, 22.4% above our LPA of 12.2%, and an increase from 2015.

#### **WOMEN**

TD's representation of Women at 58.1% remains above the LPA overall average of 53%. Representation in EEOG1 was 39% above LPA and all other EEOG's except 4 and 10 are also above LPA. There was a 26.7% decrease in EEOG 4 as a result of an increase in the total population in this category.

### **III. Qualitative Measures**

#### **COMMUNICATIONS**

TD uses internal and external communications to build awareness of and commitment to Employment Equity, inclusion and diversity, and our unique and inclusive culture. In 2016, we continued to refresh content on our intranet to keep employees engaged and up-to-date.

In the Employment Equity section of our internal website our employment equity policy, survey, annual report, and three-year plan are available. **New employees are encouraged to complete the survey upon hire as part of our employee onboarding process. In 2016, we ran our bi-annual re-survey campaign** where we implemented a communication strategy across our businesses to encourage participation and completion.

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. On-line diversity communities provide an opportunity for dialogue and exchange among employees and executives from diverse backgrounds. **Diversity and Inclusion blogs continue to be some of the most read and commented on blogs across the TD intranet.** For example, in May an article called *'Let's Have a Conversation About Mental Health'* was posted in recognition of Mental Health Awareness Week. It had 9,639 views and 48 employee comments.

TD's Senior Executive Team and their businesses receive reporting on diversity in hires, promotions and departures as well as their workforce representation numbers so they can gauge progress within their own businesses. This creates greater **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.

As part of our focus on Aboriginal Peoples, specific communications initiatives included:

- Monique Bateman, TD's Special Advisor, Indigenous Relations, who is of Metis heritage, spent 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 People. These articles are available online and via the Journal for Aboriginal Management (JAM).

- TD Economics, has published a number of reports on topics important to Indigenous Peoples in Canada dating back to 2009. In 2011, TD Economics partnered with the Canadian Council for Aboriginal Business to publish Estimating the Size of the Aboriginal Market, the first report to size the market and those statistics continue to be reported today.
- In 2016, TD released a second partnership report, [TD and Indigenous Communities in Canada](#), which demonstrates how we are putting commitments to Aboriginal employees, customers and communities into action.
- Monique Bateman, Clint Davis, VP Indigenous Banking, and a number of TD Aboriginal employees participated in numerous panel discussions and have also been visible in the media, including Money Talk TV.

### **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, the Inclusion and Diversity Leadership Council (IDLC) is how we hold ourselves accountable.

Our IDLC includes leaders from across TD and is chaired by members of our senior executive team. The IDLC sets TD inclusion and diversity strategy, oversees its progress and is supported by 120+ leaders who are active on 65+ diversity subcommittees across all of our business lines.

In 2016, IDLC implemented changes to its governance approach. Each business line and function is now responsible for driving accountability for inclusion and diversity in its business objectives and measuring them annually. While we continue to have designated areas of focus (Aboriginal people, people with disabilities, visible minorities, women in leadership and lesbian, gay, bisexual, transgender and allies (LGBTQA)) we are also building initiatives that span across these groups and their intersections.

Our 3 year Inclusion & Diversity plan (2015-2017) is rooted in 5 strategic themes - accountability, talent, inclusive leadership, winning in the marketplace and governance.

### **TD Events and Contributions in 2016**

TD sponsors and leverages both internal and external events and opportunities to build awareness, create dialogue and support diverse individuals and communities on their path to growth and prosperity.

1. For the fourth year, TD was a major sponsor of Indspire's National Gathering for Indigenous Education, **bringing more than 800 indigenous educators, and those focused on Indigenous content together from across the country.**
2. TD has adopted the practice of acknowledging traditional territory at the opening of all large meetings. In many cases, we have also engaged Indigenous Knowledge Keepers and Elders to provide traditional openings to these meetings.
3. At the AFOA Canada conference in February, TD hosted a networking reception bringing together 200 clients, employees, community members and government.
4. In February, TD hosted a series of two keynote and fireside chats with Eddy Robinson and Morningstar River in Ottawa and Toronto respectively, moderated by TD Indigenous Circle employees and attended by over 300 employees.
5. In March, TD sponsored a CCAB panel discussion on Indigenous education featuring Roberta Jamieson, Paul Martin, Wab Kinew and Michael DeGagne and moderated by Monique Bateman.

6. In April, TD hosted a cultural competency training event with Michael Etherington of the Native Canadian Centre in Toronto that was recorded and made available to employees.
7. In May, TD hosted an Indigenous Speaker event on Indigenous talent and education featuring a keynote by Roberta Jamieson. This event was hosted out of Toronto, webcast to employees across the country and attended by more than 200 people leaders, including our senior executive team and our CEO Bharat Masrani.
8. In June, TD hosted an Indigenous Speaker event featuring a keynote by Joseph Boyden. This event was hosted in Vancouver and broadcast live across the country and viewed by more than 700 employees.
9. Throughout June, employees participated in other sponsored and TD hosted events across the country, to **celebrate Aboriginal History Month and National Aboriginal Day**.
10. At a recent new branch opening in Toronto, TD invited the Chief of the Mississaugas of New Credit to attend the opening ceremony and provide his thoughts. We consulted with the Chief on the overall program and acknowledged his territory at the opening of the event.
11. In 2016, TD hosted over 40 Women in leadership (WIL) professional development and networking sessions.
12. We also hosted **5 Black History Month employee receptions** in Toronto, Montreal, Halifax & Ottawa. Senior Executives participated at each event to continue to champion and voice awareness around the Black Community at TD.
13. **Our South Asian & Lunar New Year Galas each attracted over 1200 employees** including executives.
14. TD 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. A keynote panel "Elevate Your Brand – Setting Yourself Apart" provided an opportunity to hear from 4 Canadian CEO's including TD's Bharat Masrani.
15. To mark International Day of People with Disabilities, TD hosted an event with an 'ally' theme which engaged hundreds of TD executives and people managers to hear first hand employee stories and learn how to be better allies.
16. TD continues to be the primary sponsor of Mayfest, the largest Deaf community event in Toronto and provide free admission **removing a barrier for low income members of the community**.
17. TD sponsors and participates in the Foundation for the Advancement of Aboriginal Youth Selection Committee through Indspire and gives out **\$25,000 in scholarships**.
18. In 2016, TD invested more than \$4.8 million in programs and initiatives to **enrich Aboriginal communities** and over \$2 million dollars towards people with disabilities and or their families including a \$1MM Scholarship program announced at Toronto Rehab's 2016 Research Day.
19. TD was a Community Builder level partner with AFOA Canada, the highest level of partnership available, with a focus on **creating financial capacity in Aboriginal Communities**.
20. TD is a major supporter of Frontier College's highly successful Aboriginal Literacy Summer Camps. In 2016, more than 7,500 (50,000+ to date) Indigenous children and youth attended 141 camps in 127 communities.
21. 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.
22. The Indigenous Banking Team grew by an additional person with Indigenous heritage **and recently announced that Doris Bear, a member of Peguis First Nation, will be assuming the role of Vice President, Indigenous Banking Group**.

23. In 2016, TD employees invested over 1,709 volunteer hours supporting Aboriginal organizations, programs and initiatives. Of this, 910 hours were spent delivering Money Matters for Indigenous Peoples, reaching 135 Indigenous learners.
24. In 2015, TD 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**.
25. We will once again be partnering with the Canadian Abilities Foundation on an internship program for individuals with disabilities who want to work in the field of communications.
26. TD invested in our community in a new and immediately impactful way by pairing teams of high potential TD leaders with 9 small to medium sized non-profit organizations across the GTA. The focus of the partnership was to leverage internal business acumen and planning capabilities to solve a major strategic business challenge facing each of the 9 organizations. The program ran for 6 months with a variety of organizations and areas of focus including indigenous people (one laptop per child Canada) and new immigrant employment support (Regent Park Catering collective).
27. TD initiated a nation-wide listening tour to hear from millennial women from across all lines of business and functions. The goal was to understand the changing needs of our emerging workforce and create a strategy that reflected their expectations, goals, and aspirations.
28. TD employees proudly waved the rainbow flags as the sponsor of 46 Pride festivals across Canada last year, and we funded anti-bullying and anti-discrimination campaigns, such as those run by Out in Schools (Vancouver, B.C.).

### 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. TD has undertaken a program to ensure that we strive to meet or exceed 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.

## Initiatives for Designated Groups

### RECRUITMENT

Diversity is a foundational element of our recruiting strategy. In 2016, we implemented a new **Campus Recruitment Program** called "TD Early Access". This program is aimed at diverse students who would previously not have considered a career in financial services. In addition to posting jobs on our own and other online job boards, TD is **active in outreach and sourcing diverse candidates, we have a focus on campus and we leverage 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 have a comprehensive nationwide relationship with Canadian schools & universities where we engage with student groups. We have a calendar of events to engage and encourage candidates to pursue a career with us and **to promote TD as an employer of choice for diverse candidates**. Our events attract thousands of students annually. Recently we have been working to embed diversity into all of our mainstream recruiting channels. For example when we deal with mainstream executive recruiters, we have specific language in our contracts specifying the need for diverse candidate slates. Our Careers site, which lists all of TD's open jobs, includes diversity information, videos and offers closed captioning.

TD created a Diversity Sourcing team with four individuals **focused solely on attracting top talent from diverse** communities aligned to an enterprise-wide talent acquisition strategy. Focused diversity recruitment events have been held and social media campaigns used to support these efforts. We use online diversity networks and our employee referral program to source diverse talent.

### **Aboriginal People**

- 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 partnered with the Ch'nook business program (UBC Sauder School of Business) to introduce a TD internship.
- TD conducts outreach to community organizations, colleges and universities to promote careers at TD and to encourage Indigenous students and experienced candidates to apply. TD maintains relationships with Aboriginal candidates through:
  - **Aboriginal student centres** at college and university campuses across Canada TD has participated in approximately 100 on and off campus recruitment activities.
  - **Aboriginal community organizations** such as Indigenous Works (formerly AHRC) National Career Fair, "Inclusion Works", Miziwe Biik Aboriginal Employment and Training, the Partnership to Advance Youth Employment (PAYE), Kagita Mikam Aboriginal Employment and Training (Ottawa), the Ottawa Aboriginal Coalition's career fair, Native Education Centre in Vancouver.
  - **Aboriginal communities** directly attending career fairs in the GTA and 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.
- Job postings are shared online through LinkedIn, on Nation Talk and via AFOA Canada and AHRC (Indigenous Works) distribution to its members. We also look for opportunities to profile employees in external publications to build awareness of the brand and the wide range of career opportunities available at TD. Each year at the AFOA Canada National Conference, TD hosts the recipients of the Indigenous Youth Financial Management Award to a tour of our operations.

### **LGBT**

- In 2016, TD created a Diversity Sourcing team which includes a Strategic Sourcing role focused solely on executing a LGBT talent strategy enterprise wide within Canada.
- TD leverages its long standing support and sponsorship of LGBT community organizations to source talent including: Start Proud (formerly Out on Bay Street), LGBT in Capital Markets, and Lesbians who Tech
- TD provided financial support and implemented an Executive Mentor matching program for Rotman Letters (LGBT MBA students) which included career coaching

### **People with Disabilities**

- TD strengthened its processes to support candidates with accommodation requests through interviews and recruitment testing. Talent advisors were also trained on how to better support candidates with disabilities.
- TD's retail business leverages on-campus networking sessions between TD business leaders and students with disabilities to encourage more hiring of employees with disabilities.
- In partnership with Career Edge, TD recruits 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, TD created a summer internship and scholarship program for third-year university students with disabilities; four students benefited last year with an internship placement. Since the program's inception in 2009, **TD has hosted a total of 32 interns and has hired 76 candidates.**
- New in 2016, TD piloted a hiring program with Specialisterne Canada, an organization that partners with employers and identifies talented individuals on the autism spectrum for key roles. TD Insurance successfully hired 5 individuals. We will be expanding this approach to other businesses areas in 2017.

### **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 at TD, TD employees have provided over 1570 mentoring relationships, with approximately 25% of TD mentees gaining positions with the Bank. TD is partnering with ALLIES (Assisting Local Leaders with Immigrant Employment Strategies) to provide funding and mentoring support for programs like TRIEC in other Canadian cities.
- TD also regularly partners with immigrant serving organizations and other groups that focus on connecting visible minority candidates with potential employers and opportunities. One example is our partnership with ACCES, an immigrant serving organization in Toronto. We have hired more than 475 ACCES graduates.
- We also support the Immigrant Employment Council of British Columbia (IEC-BC) who stimulates the integration of skilled immigrant talent into the province's workforce.
- We've sponsored the Canadian Association of Urban Financial Professional annual event which focuses on supporting the educational advancement and economic empowerment of Black professionals and the visible minority community at large.
- TD provided sponsorship to Skills for Change, an organization known for pioneering programs support youth, Visible Minorities and people who are new to Canada.
- TD now has a targeted talent management strategy in place to support the Black community and an intentional focus on building and solidifying relationships with key schools and organizations to identify and recruit Black talent

### **Women**

- Since 2015, TD has sponsored and been the co-lead for the Women in Capital (WCM) markets 'Return to Bay Street' program which annually provides over 30 women out of the workforce the opportunity to interview and network with capital market firms. Each candidate has the potential to secure one of approximately 12 internships per year.

- Since 2010, TD has sponsored the Rotman Back to Work Program which helps approximately 35 women annually re-enter the workforce. TD has hired over 31 graduates from the program.
- TD partnered with ACCES Employment to create a program for professional women new to Canada. The women are matched with a TD mentor to support their transition into the workplace. Of the 4 cohorts hosted throughout the year, more than 50 women benefited from the program. Over 75% of the women have gained employment in their professional field and TD hired 18 graduates into roles in technology, capital markets, risk, finance and commercial banking.
- TD hired a Strategic Sourcer to focus on championing women into middle management roles within TD's under represented businesses.

### Social Media

- We created social media marketing strategies to promote awareness and attract a diverse talent pool for hard-to-fill roles and niche opportunities.
- We enhanced LinkedIn profiles for our Leaders, to strengthen their social media presence so they can act as ambassadors and role models in their communities.
- We produced a series of thought-leadership blog articles to strengthen our brand as a leading inclusive organization.

### TRAINING AND DEVELOPMENT

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

All employees complete 4 mandatory Inclusion & Diversity e-learning modules on a 24 month cycle and all new employees complete the training at onboarding. Topics include Diversity and Inclusion at TD, your role, unconscious bias and how to be a good ally to others who are different from you.

In 2016 we built a new workshop for leaders in unconscious bias and how to mitigate its effects. This workshop was delivered to several hundred leaders through in person workshops and webinars. We also ran unconscious bias and cultural awareness training in partnership with Bhasin Consulting reaching another 500+ leaders.

In 2016 we continued to offer “Visible Leadership”, an intensive two day program for top talent visible minority employees. Over 250 employees from coast to coast have participated since inception. The program is supplemented with one year of group mentoring.

Enabling Diverse Role Models – we developed a “key messages” guide for internal diversity champions to help them increase their visibility, impact and presence both internally and externally in speaking engagements, panels, articles and blogs.

As part of a focus on the Black Community, education and awareness sessions have been delivered to senior executive teams as well as HR professionals. These sessions have brought attention to the real challenges faced by members of the Black community.

### PROMOTION

To improve the **diversity of our future leadership** we know that we need more diversity in our talent and succession pools and to support the career trajectory of women and visible minorities. 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 2016, 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 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 July, 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). Action planning is initiated to address employees' concerns.

#### **REASONABLE ACCOMMODATION**

TD's Workplace Accommodation Program managed 2050 employee requests, an increase of 14% from 2015. 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 2016 include 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 2016, AT deployed 1,044 solutions to help enable 648 (up 14% from 2015) employees 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.

#### **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").

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

- Continuing to embed diversity in resource/succession planning
- Implementing a targeted talent acquisition strategy to attract, hire and develop diverse talent, with emphasis on businesses and areas where we have lower representation.
- Better metrics and reporting to support leader's accountability for Diversity and Inclusion
- More tools for leaders and inclusion champions to further embed diversity and inclusion throughout the organization
- An Inclusive Leadership strategy that will include a facilitated workshop on Inclusive Leadership.
- Continuing to support the businesses in realizing the benefits of diverse and inclusive teams.

Our 2017-2020 goal setting and planning cycle will begin again in 2017.