

I. General Overview

Headquartered in Toronto, Canada, with more than 85,000 employees in offices around the world, 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 22 million customers worldwide 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 January 31, 2014, TD had CDN \$909 billion in assets and ranked among the world's leading online financial services firms, with approximately 8 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). It was formed on February 1, 1955 through amalgamation of The Bank of Toronto, chartered in 1855, and The Dominion Bank, chartered in 1869.

Since 2005, diversity has continued to be 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 been working to identify and remove barriers and biases and has been able to add talent and expertise across the bank. In early 2014, TD was named one of Canada's Best Diversity Employers for the third consecutive year.

This report is about TD in Canada and outlines its initiatives and performance during 2013 (calendar year, unless noted otherwise), relating to the designated employment equity groups: Women, Visible Minorities, Aboriginal Peoples and People with Disabilities.

II. Quantitative Information

TD's overall workforce representation continues above external availability for Women, Visible Minorities, and People with Disabilities. Aboriginal Peoples shows a stable representation compared to last year and remains our key area of focus for 2014 with representation still below labour pool availability. While review of our flow data shows that hiring rates have decreased for all areas of focus this year, this may be at least in part due to the typical lower rates of self-identification between our bi-annual employment equity survey campaigns. Our last employment equity survey was conducted in September 2012.



WOMEN

TD continues to sustain a solid representation of women within its overall workforce and representation of women in more skilled levels EEOG 7 and above continues to trend above external availability. 2013 representation of Women was 61.6% compared to 62.3% in 2012 and remains above the overall labour pool availability (LPA) of 56.1%. Representation of women in EEOG 01 was 32.7% compared to 32.0% in 2012, which also remains above the LPA for EEOG 01 of 21.8%

VISIBLE MINORITIES

In 2013, visible minorities represented 28.3 % of TD's workforce. The representation continues to show an increasing trend (27.5% in 2011, 28.0% in 2012). This rising representation is also significantly above labour pool availability at 20.8% by 36.1%. All EEOGs show representations above LPA, except for EEOG 01 (rep'n at 9.9% vs. LPA at 10.5% and EEOG 13 which only has 4 employees). We also continue to see increases across almost all EEOGs (except for EEOG 07—which is still above its LPA; 34.1% vs. LPA at 26.4%. We saw increases in EEOG 01 with two visible minorities compared to no hires in 2013.

ABORIGINAL PEOPLES

Consistent with last year's results, Aboriginal Peoples represent 1.2% of TD's workforce, below labour pool availability of 1.7%. To close the representation gap for Aboriginal Peoples, we launched targeted recruitment initiatives in 2013. TD now has three full-time resources dedicated to diversity recruitment with one of the resources dedicated to Aboriginal Peoples recruitment. EEOG 01 and 07 show representations above their LPA's. (EEOG 01 1.0% vs. LPA 0.6%, EEOG 07 0.8% vs. LPA 0.7%)

PEOPLE WITH DISABILITIES

Overall, People with disabilities represent 5.2% of the 2013 workforce at TD. This shows a consistent increase over last year (5.0 %), and exceeds labour pool availability at 4.6%. The only EEOGs that are still below their LPAs are EEOG 03 and 05. (EEOG 03 4.2% vs. LPA 4.5%, EEOG 05 4.7% vs. LPA 9.5%)

III. Qualitative Measures

COMMUNICATIONS

TD continues to use all internal and external communications channels to build awareness of, participation in and commitment to the objectives of Employment Equity, Diversity and Inclusion, and to foster a unique and inclusive culture as part of our ongoing efforts to realize our mission.

In 2013, we continued to provide fresh content and engaging employee stories on our intranet — one of the most frequently visited areas of our intranet — as part of our commitment to inform our



employees of up-to-date plans and progress in the area of employment equity, diversity and inclusion. By visiting the site, employees gained access to our updated employment equity section, which houses our employment equity policy, survey, annual report and three-year plan. This also **enables employees to have on-going participation in the employment equity survey program online or over the phone.**

Externally, TD published its 2012 annual Corporate Social Responsibility report in 2013. This report, accessible to TD employees as well as the general public, includes TD's diversity governance, the diversity of TD's board members, the performance trends of TD's diverse workforce against labour market availability, TD's 2012 employment equity report and an overview of TD's supplier diversity strategy.

TD's leaders at every level also maximize every opportunity to communicate our commitment to diversity and inclusiveness. In 2013, Bharat Masrani in his capacity as chair of the DLC (Diversity Leadership Council) and incoming Group President and CEO of TD Bank Group, provided an update to all employees on the progress, successes, challenges and next steps of the diversity and inclusion mandate. This update took the form of responses to a set series of questions through video and an online employee news article on TD's intranet. Through these channels, **employees were encouraged to engage in diversity and equity discussions by posting questions, comments and ideas on the news board.**

To help share TD's vision and journey of diversity and inclusion, the Corporate Diversity team created visually engaging infographics for people managers to enable more effective discussions with their teams. **The infographics enabled our people managers to bring awareness to TD's equity philosophy, the employment equity groups we focus on, our diversity milestones and the commitments established for diversity, inclusion and equity within Canada.**

TD's Senior Executive Team also continued to receive quarterly reports showing flow data (hires, promotions and departures) as well as workforce representation numbers so they can better gauge the progress and needs of the organization to promote employment equity. **The result is an enhanced sense of accountability around employment equity that flows to our business leads across the enterprise.**

EQUITY ENVIRONMENT

An important component of TD's mission is to "build a unique and inclusive employee culture." We translate those words into action through active committee structures and events 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 collectively engaged and accountable for driving diversity and inclusiveness throughout our businesses. More than 540 employees help run our 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 7,000 employees have joined TD's diversity networks across the country.

Each year, we continue to host engagement events ranging from Women in Leadership panel discussions to events marking National Aboriginal Day and Disability Awareness forums.

TD Events and Contributions in 2013 (just a few examples)

1. Developed an internal communication plan to build momentum leading into National Aboriginal Day on June 21 and to sustain share of mind throughout the balance of year.
2. We know that demonstrating our commitment to Aboriginal communities is important to our employees (current and prospective) and our customers. **In 2013, TD invested more than \$1.7 million in initiatives that enrich Aboriginal communities.** TD was the Premier Event Sponsor of the Assembly of First Nations 34th Annual Assembly in Whitehorse, Yukon, invited to participate in the Grand Entry and to address the delegates on the first day of the Assembly – the address focusing on partnerships and education. TD also sponsored and participated in the Queen's University Conference on Indigenous Issues in Post-Secondary Education. In 2013, TD Economics produced 3 reports to contribute to policy dialogue about Aboriginal-related economic and social issues and opportunities.
3. We know that role models are particularly important to our employees. **In 2013, Senior Aboriginal leadership within the bank was available to employees by way of a series of events which included a Live Web Chat, Circle breakfasts and lunches and community events.** We also used online opportunities to feature Aboriginal employees and enable them to share their stories with the rest of the bank. There were more than 20,000 visits to Aboriginal focused material and articles. Externally our senior Aboriginal Leaders were visible via media.
4. In 2013, more than 700 employees participated in National Aboriginal Day events.
5. In September, TD announced the formation of an Aboriginal Banking Group.
6. As a result of the above, internal awareness around TD's commitment to Aboriginal Peoples has grown and we saw an increased sense of pride among Aboriginal employees. **By the end of 2013, the online Aboriginal community membership had grown to 534 members, a 150% growth over 2012.**
7. Hosted over 40 Women in leadership (WIL) events including a 10 city cross country 'roadshow' loaded with inspiring messages to help women take charge of their careers. **Since then, TD's online WIL Community grew from approximately 3,200 members in February 2013 to 5,008 members at the end of 2013, an increase of more than 56%.**
8. Delivered TD's first visible minority speed mentoring event for pipeline leaders, which **helped encourage career development and demonstrate TD's commitment to visible minority employees.** In addition, we continued to **extend our reach coast-to-coast by showcasing**



visible minority leadership at various career and professional development events supporting visible minorities and by online means such as video blogs and online chat forums with visible minority executive leaders.

Continued TD's program of People With Disabilities (PWD) engagement events with two events this year – both with the theme of “**Removing Barriers and Opening Doors**” to commemorate International Day for Persons with Disabilities (December 3, 2013). These events brought together over 400 employees with disabilities, allies, and senior executives. These key events were highly successful in creating executive awareness to recognize individual capability, dispel myths, and remove barriers. **Through informal networking, employees with disabilities had an opportunity to network with leaders and peers. TD had an opportunity to reinforce its commitment to people managers and executives that hiring, retaining and developing employees with disabilities is not only the right thing to do but is critical to achieving our mission to be a leading North American bank.**

EMPLOYMENT SYSTEMS

TD knows that in order to attract and retain great people it must build an equitable, diverse and inclusive workplace. To do so, TD works constantly to identify and eliminate barriers or biases and increase its efforts to improve our employees' experience.

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

As part of our training curriculum for diversity, all new employees are required to complete our online "Diversity and Inclusion at TD" e-learning course.

In August 2013, we also piloted an “Unconscious Bias in Talent Decisions” course to provide practical tools and skills for how to recognize and mitigate hidden bias that occurs during hiring and resource planning decisions. **Over 30 attendees participated in this pilot with positive feedback and shared insights of how to revise content for the rollout strategy in 2014.**

In 2013 we rolled out a Mental Health Awareness education session in which more than 2,000 employees, people managers and executives participated. The objectives of the training were to: understand the impact of mental health issues; reduce the stigma/fear associated with mental health issues in the workplace; and to learn about TD resources available to support employees and/or family members. **The facilitated program created positive dialogue around myths and perceived barriers for those with invisible disabilities in the workplace.**



Initiatives for Designated Groups

RECRUITMENT

In order to reach the broadest, most diverse talent pools, our recruitment initiatives are focused on developing active relationships with regional and national organizations that are well respected by the communities they serve. This has been particularly helpful in sourcing candidates from Aboriginal communities. We work closely with these organizations and their candidates to make sure they are familiar with TD culture, skills, expectations and job opportunities and are set up for success. We also educate within TD to ensure we are sensitive to the cultures and any accommodation needs of diverse applicants.

In addition to posting jobs, TD has a number of examples of diversity relationships leveraged to promote job opportunities.

Examples include the following targeted recruitment events within the Aboriginal Community:

- Aboriginal Human Resources Council – Inclusion Works National Career Fair and the National Aboriginal Virtual Career Fair
- Career fairs and networking sessions with Miziwe Biik Aboriginal Employment and Training in Toronto, PAYE (Partnership to Advance Youth Employment), Kagita Mikam Aboriginal Employment & Training in Ottawa, Ottawa Career fair hosted by the Ottawa Aboriginal Coalition, Native Education Centre in Vancouver, Ch'nook UBC
- Established relationships with Aboriginal Student Centres at college and university campuses across Canada. Held information sessions with students to share details about career opportunities at TD.
- Participated in the Canadian Association of Career Educators and Employers National Conference to promote TD's focus on hiring Aboriginal students and graduates to Career Centre managers across Canada.
- Through our partnerships with post-secondary institutions, several of our businesses participated in **15 on and off campus recruitment events with local schools targeted towards Aboriginal talent.** To further attract Aboriginal talent, we partnered with Jobpostings.com to create a full-page targeted Aboriginal Peoples recruitment ad in their November 2013 issue.
- In addition to our diversity relationships, TD's dedicated resource for Aboriginal Talent Acquisition is focused on establishing relationships / trust with schools, student centres and Aboriginal community organizations to build awareness of careers at TD and attract qualified applicants. This position also works with TD's Aboriginal Circle members to support recruitment events and employee referrals.
- **Senior Aboriginal leaders are also very active in Communities and outreach with universities and colleges. They often attend events to provide keynotes and also to meet with groups of students to share their own stories and provide insight to the wide variety of career opportunities available in banking, and specifically with TD.**



- We also have strong recruitment relationships and hold events with other partners such as LIME Connect Toronto and Vancouver (for people with disabilities), ACCES Speed Mentoring events (for Visible Minorities) Miziwe Biik Career Fair (Aboriginal people) and the Rotman Back to Work Program (for women in leadership)
- We work with a number of search firms to ensure we are reaching the widest pool of talent available. A cornerstone of our decision to proceed with any search firm is its diversity practices and if it sources candidates from the widest talent pools available in the marketplace. We also look at the firm’s broad reach and reputation within different talent pools, its market intelligence and connectivity, and overall alignment with TD’s practices and culture, and ability to represent our brand. **By the end of 2013, we were requiring all of our executive search agencies to present diverse candidate slates and began to monitor agencies’ compliance with these requirements.**
- TD runs a number of rotational programs for new recruits that help us source and land diverse talent. Our “Back to Business Program” is a two-year rotational program that is open to both men and women who have been out of the workforce for at least five years. Our Back to Work Program helps transition approximately 30 women annually who have been out of the work force, to permanent mid-management-level employment. **Since the program's inception in 2010, TD has hired 23 people through the Rotman Back to Work and TD Back to Business Program**
- We have partnership with the Toronto Region Immigrant Employment Council (TRIEC) which helps new immigrants with their job search in Canada. Since the partnership's inception in 2005, **TD employees provided close to 1,200 mentoring relationships, with approximately 10% of TD mentees gaining positions with the bank. In 2013, TD was also recognized for passing the 1,000th mark through the TRIEC Mentoring Partnership Awards.**

TRAINING AND DEVELOPMENT

In 2013, TD continued group mentoring for all our areas of focus including women, visible minorities, Aboriginal employees and employees with disabilities. **In 2013, 136 women employees were mentored and 21 women acted as mentors; 40 visible minorities were in a mentoring group and 8 visible minority employees acted as mentors. Mentees in general commented that the mentoring program provided experience, developmental opportunities and great business exposure. 40 Aboriginal employees enrolled in the group mentoring program which includes 5 mentors who are also Aboriginal. With respect to People with Disabilities, we had 8 PWD employees enroll in a group with 2 mentors. 3 of the 8 (37.5%) of the participants have received new roles (all promotions) since starting the PWD mentoring program.**

Investing in Skill-Based Training for Development—TD also provided ‘Taking the Stage’ a presentation skills training program to hundreds of pre-executive women. This program **showed women how to become comfortable in the spotlight; unlock the power of their voice; create strong scripts; and achieve a dynamic presence on any ‘stage’.**



PROMOTION

TD continues to employ a robust Resource Planning and Succession Management (RPSM) process which provides consistent guidance and a common set of criteria for the assessment and development of talent, complete with detailed supporting resources for HR and people managers. As part of this process in 2013, 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 also continues to place focus 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 within pipeline talent.**

The results of resource planning for each business, including **Diversity outcomes**, are discussed by the CEO and Group Heads in June and over all 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.

Our focus at TD continues to be on ongoing improvement in the **diversity of our future leadership** via more diverse succession pools and to proactively ensure the trajectory of women and visible minorities is realized. As a result, hiring roles for visible minorities in executive levels has improved to 7.7% of total hires in EEOG 01 compared to 0% in 2012. For women, the promotion rate is slightly higher than men's (i.e. women promoted out of total women at EEOG 01 (9.0%) is higher than the men's at 7.8%.

RETENTION AND TERMINATION

TD regularly monitors employee experience scores through its annual Pulse survey. This survey is designed to provide every employee with the opportunity to give feedback on their overall satisfaction and experience at TD. Included in the survey are demographic questions that help our designated diversity groups to self-identify. Adding these demographic questions provides a useful way for us to measure the gap in the employee experience of diverse employees to their counterparts (e.g. women vs men) and to ensure that action planning is initiated to help address our employees' concerns.

Our Connections internal social media platform is another medium that is used to hear about the evolving needs of our employees. Through open dialogue fostered by Connections, we have gained insight into where and how barriers still exist for our diverse communities.

TD increasingly leveraged Connections to provide an exchange of dialogue with visible role models from diverse employee communities. In 2013, we increased our use of blogs to encourage all designated groups of employment equity to enlist in online Connections communities. **By the end of 2013, Women, Aboriginal People, Persons with Disabilities and Visible Minority leaders from across businesses and levels addressed topics on career development and leadership and**



work/life balance. At the end of 2013, more than 10,500 employees joined Connections diversity communities compared to more than 7,500 in 2012, an increase of 40%.

With the exception of Aboriginal, retention of all groups is better than the retention of the general population.

REASONABLE ACCOMMODATION

TD continues to provide its employees with access to applications and tools they need to be effective and successful in their jobs. In 2013 TD continued to support 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.

Along with the Workplace Accommodation Program Manager, TD employs HR Coordinators to run the Workplace Accommodation Program. This involves managing the requests, providing support and following up with employees to ensure the accommodation instituted was appropriate, functioning, and serving needs/removing barriers. **In fiscal 2013, the Workplace Accommodation Program handled more than 1,600 requests for accommodation.**

In 2013, TD created two new People With Disabilities committees – the Employee Experience PWD Committee and the Enterprise Real Estate Employee Experience PWD Committee. The goal of each of these committees is to implement enhancements to the current program and TD locations to create a positive employee experience through enhanced accessibility and inclusion. In 2013, TD also employed a new 'on staff' Sign Language Interpreter to ensure we meet the needs of our employees who are deaf or hard of hearing. This interpreter reports to the Manager, Workplace Accommodation Program.

To assist with our technology accommodations, 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. Since the program was created in 2006, AT has assisted with over 2000 accommodations and deployed 3000+ pieces of technology to our employees. **In 2013 alone AT deployed 861 solutions to enable 586 employees with disabilities to effectively do their jobs**

Constraints

Some employees choose not to complete the employment equity survey or self-identify.

Some employees disagree with the definitions in the survey (e.g. Some non-Caucasians do not agree with the term “visible minority”; some persons with functional disabilities do not wish to identify as “disadvantaged in employment”)



The geographical concentration of Aboriginal Peoples may not align with where the greatest numbers of job opportunities exist within TD.

Constraints include a challenging market, especially since many Aboriginal Peoples will seek jobs closer to home such as in natural resources and mining, where the pay is also much higher than the banking industry.

Consultations with Employee Representatives

TD's Employee Council on Employment Equity (ECEE) meets on a quarterly basis to gain insights on progress with respect to the employment equity plan and to provide their opinions, advice and information in order to better implement employment equity activities across the organization.

The last meeting of 2013 was held on November 20 to walk the council through TD's employment equity plan and the progress made to date. The focus of the meeting was the current state of communications around employment equity and how we can enhance communication in 2014. We also reviewed adjustments to TD's website designed to increase visibility of the employment equity survey for all employees.

Future Strategies

In 2014, TD will continue to execute on its three-year diversity plan.

- A dedicated resource has been hired to develop and lead TD's diversity recruitment strategy, which will include the following tactics to be completed in 2014:
 - Build and deepen existing relationships with community organizations to access more diverse candidate pools
 - Leverage social media and industry associations/partnerships for targeted outreach to attract more diverse candidates
 - Review posting language to ensure TD attracts diverse candidates
 - Increase awareness and effectiveness of employee referral programs within diverse employee networks
 - Mandate diverse candidate slates from executive search firms and track compliance
 - Leverage existing on-campus programs targeting promotion of diverse sources of talent
 - Promote TD mail alerts to increase awareness of opportunities among diverse candidates
 - Continue to embed diversity in resource/succession planning processes and provide enhanced information and tools to further embed diversity and inclusion throughout the organization.

Other long-term initiatives include:

- Development and implementation of our next three-year diversity strategy



- Continue to embed diversity in training for all employees and executives to increase cross-cultural competence and address unconscious bias; and
- Continue to engage leaders in diversity initiatives in their businesses and enable their ownership (e.g., individual mentoring, committee membership).
- Develop an allies network to help support each of our designated diversity groups
- Continue to develop positive relationships and build TD's employment brand in Aboriginal communities

