

## I. General Overview

TD is headquartered in Toronto, Canada, with more than 85,000 colleagues in offices around the world including more than 2,400 retail business locations and approximately 59,000 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) and offers a full range of financial products and services to approximately 25 million customers globally with approximately 11.5 million active digital customers. In 2018, TD had CDN \$1.3 trillion in total assets.

Since 2005, TD has incorporated inclusion and diversity into its business strategy and framework. TD's vision is to be the Better Bank. TD's purpose is to enrich the lives of our clients, colleagues and communities. Inclusion, diversity and respect are core to our values.

TD continuously stands tall for inclusion and diversity in our communities and has received numerous awards including, for the seventh straight year, being recognized as one of Canada's Best Diversity Employers, Canada's Top 100 Employers Best Workplace in Canada, Great Places to Work Canada for 10+ years, and number one in 2018 LinkedIn's list of "Companies Canadians Most Want To Work For" to name a few. In addition, TD was recognized at the Gold Level in Progressive Aboriginal Relations (PAR) by the Canadian Council for Aboriginal Business.

## II. Quantitative Information

In 2018, an increase in Labour Pool Availability (LPA) saw two (Women and Visible Minorities) of four of the Designated Groups above LPA. Two of the designated groups are below LPA: Indigenous Peoples (IP) and People with Disabilities (PWD), however they show a year-over-year increase in representation (IP 1.2→1.4% and PWD 5.9→8.1%). Three of four designated groups meet or exceed LPA representation in Employment Equity Occupational Group 1 (EEOG1). The IP group remains below target however because the population is very small, the gap is three people. A targeted focus on business accountability, recruitment, awareness building and education have contributed to the success we have seen.

Representation of IP increased from 1.2% in 2017 to 1.4% in 2018 although still falls below LPA of 2.3% (LPA in 2017 was 1.9%). Increasing representation for this group continues to be a key focus for 2019. Representation of PWD increased from 5.9% in 2017 to 8.01% in 2018 although falls below LPA of 9.8% (LPA in 2017 was 5.4%).

Hire rates for all four designated groups are lower than the overall TD Hire Rate of 21.0%. The TD Hire Rate for both IP and PWD are significantly lower. However, TD Hire Rate in 2018 increased in all four designated groups. This is at least in part, due to a lag in self-identification among new hires of Indigenous People and PWD as less than 50% of all new hires completed the Employment Equity survey during their first year of employment. To increase this number, an online self-identification initiative was piloted in 2018 with our Retail Branches, increasing self-identification for current employees by 26%, and by 53% for new hires. The initiative was rolled out in Canada in December 2018. Further increases in self-identification numbers are expected in 2019.

TD's overall Promotion Rate increased from 12.6 in 2017 to 16.3% in 2018. The Promotion Rate for TD's Visible Minorities was higher than the overall TD Promotion Rate in 2018 at 18.0%. For the other

three designated groups, Promotion Rates, while lower than the overall Promotion Rate, all increased in 2018 (WIL – 12.6 → 15.3%; IP 11.1% → 15.7%; PWD 8.5% → 12.0%).

TD's overall Termination Rate was 13.7% in 2018, compared to the 2017 rate of 13.5%. Termination rates for all the designated groups were below TD's overall rate.

### **INDIGENOUS PEOPLE (IP)**

Representation of self-identified IP was at 1.2% for 2016 and 2017. In 2018, we had an increase to 1.4% of the population. However, the gap in representation has increased from 372 employees in 2017 to 488 employees in 2018 due to LPA increasing from 1.9% in 2017 to 2.3% for 2018. Hire Rate of IP increased from 6.0% in 2017 to 14.4% for 2018. Most of the EEOGs show significant increases and EEOG8 is the only group with a year-over-year decrease of more than 15%. The Promotion Rate was 11.1% in 2017 and increased to 15.7% for 2018. The Termination rate for IP was 12.8% for 2017 and decreased to 11.0% for 2018.

### **PEOPLE WITH DISABILITIES (PWD)**

Representation of self-identified PWD was 5.9% in 2017 and increased to 8.0% for 2018. However, the LPA has increased significantly from 5.4% in 2017 to 9.8% in 2018. The resultant gap in representation being approximately 1,000 employees. The Hire Rate of PWD increased from 5.4% in 2017 to 11.8% for 2018. The Promotion Rate was 8.5% in 2017 and increased to 12.0% for 2018. The Termination Rate for PWD in 2017 was 10.8% and decreased to 7.8% for 2018.

### **VISIBLE MINORITIES**

Self-identified Visible Minorities represent 37.9% of TD's population in Canada, this is a significant increase from 29.2% in 2017. This is 32.4% higher than the 2018 LPA of 28.6%. All EEOG's are above LPA and EEOG 2 is 98% higher. The Hire Rate for Visible Minorities was 7.3% in 2017 and increased to 20.73% for 2018, is in line with TD's average Hire Rate of 21.0%. The Promotion Rate for Visible Minorities was 15.3% in 2017 and increased to 18.0% for 2018. The Termination Rate for 2017 was 11.0 and decreased to 9.0% for 2018.

### **WOMEN**

Women represent 55.9% of TD's total population a decrease from 57.3% in 2017. The representation among women continues to be above LPA of 52.2% and EEOG1 is 41.9% above LPA. Representation is above LPA in all areas except EEOG8 and 10, which are below by 11.0% and 5.5% respectively. EEOG8 shows a decrease of 15.5% from 2017 which is due to job mapping to National Occupational Classification (NOC). The Hire Rate for Women was 13.1% for 2017 and increased to 18.1% for 2018. The Promotion Rate for Women was 9.5% in 2017 and increased to 15.3% for 2018. The Termination Rate was 12.4% in 2017 and increased to 13.0% for 2018.

## **III. Qualitative Measures**

### **COMMUNICATIONS**

TD uses various tools to communicate and build awareness of and commitment to Employment Equity, inclusion and diversity, and our unique culture. In the Employment Equity section of our internal website our Employment Equity Policy, survey, Annual Report, and Three-Year Plan are available to all employees. In addition, online diverse communities provide an opportunity for dialogue and exchange among employees and executives from various backgrounds to share stories, identify role models and share practical information and tips on career development, leadership, flexibility and work/life balance.

Over 25,000 employees participate in online diversity-related employee networks (e.g. Indigenous Circle @ TD).

Another vehicle for communication is our annual [Corporate Social Responsibility report](#), accessible to TD employees as well as the general public, which provides transparent reporting on TD's diversity governance, board diversity, workforce diversity, and supplier diversity strategy. Lastly, our Ready Commitment was announced in 2018. The purpose of the Ready Commitment is to help create favorable conditions in which everyone has the chance to succeed in a changing world. TD is targeting C\$1 billion by 2030 towards community giving in areas that support change, nurture progress and contribute to making the world a better, more inclusive place. The focus being Financial Stability, a Vibrant Planet, Connected Communities and Better Health.

TD has a focused strategy for all designated groups, as well as LGBTQ2+, with strong commitments to employees, customers and communities. While we have included examples of initiatives for each of the five areas of focus, we have provided the following information on our Indigenous strategy to illustrate our approach to engaging employees, customers and communities. We take a similar approach across all areas of focus.

TD has a focused Indigenous strategy with strong commitments to employees, customers and communities. [TD and Indigenous Communities in Canada](#), a public partnership report, demonstrates how we are putting those commitments into action and contains employee and customer testimonials. In 2018, TD launched a new online digital portal, the Indigenous Resource Centre. This portal serves as a destination for all things Indigenous (education links, tools and resources) and is home to the 'I Am Indigenous' video series, a series of vignettes in which TD employees share their stories as Indigenous peoples in Canada. In these vignettes Indigenous employees share their perspectives on Reconciliation and voice a call to action for fellow employees.

Further to these initiatives, TD is active in providing thought leadership and, through partnerships and sponsorships, is working to bring visibility to topics that are important to Indigenous peoples. Some examples include:

- TD Economics (TDE) has produced 11 public reports on topics that are important to Indigenous peoples and communities, including the size of the Indigenous economy in Canada.
- TD is the founding and exclusive presenting sponsor of the Canadian Council for Aboriginal Business (CCAB) Indigenous Women in Leadership Award.
- TD also partners with Indspire to support Indigenous education through sponsorship of the National Gathering of Indigenous Education and to bring visibility to career and professional opportunities through Soaring: Indigenous Youth Empowerment Gathering.
- In partnership with organizations like Aboriginal Financial Officer Association (AFOA) Canada, CCAB and Indspire, TD sponsors highly visible events focused on leadership, business and economic development, and education.
- At large events and gatherings and in our classroom training, we recognize traditional territories and when possible we engage Knowledge Keepers and Elders to provide traditional openings.
- In 2018, Senator Murray Sinclair delivered the keynote as part of the National Indigenous Speaker Series and also attended a round table luncheon with TD's CEO and members of the senior leadership team to discuss the important role of Corporate Canada toward Reconciliation.

## **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. The Inclusion & Diversity Leadership Council (IDLC) governance structure includes a Senior Executive Team (SET) member or delegate from each business. Each member has an IDLC within their own business that sets the strategy and drives accountability. While we continue to have designated areas of focus (Indigenous People, PWD, Visible Minorities, Women in Leadership and LGBTQ2+) we also build initiatives that span across these groups and their intersections. Every SET member has set goals for their business to increase diversity representation by 2020 and they receive diversity reporting updates on a quarterly basis for their business. In addition, in 2018, TD appointed a Global Head of Diversity and Inclusion to further build and strengthen the Bank strategy.

## **KEY 2018 INITIATIVES**

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

1. For the fifth year, TD was a major sponsor of Indspire's National Gathering for Indigenous Education, bringing more than 800 indigenous educators together from across the country and funds \$100,000 annually to support the Building Brighter Futures: Bursaries, Scholarships, and Awards Selection Committee through Indspire.
2. TD continued to be the primary sponsor of Mayfest, the largest Deaf community event in Toronto in 2018 and sponsored free admission for participants.
3. To mark International Day of People with Disabilities, TD hosted an event focused on TD being a disability confident organization which included hundreds of executives and people managers.
4. The Black Employee Network hosted the annual Toronto-based Black History Month event, now in its 11th year. Celebrating Black Excellence, the 500-person audience heard from Black female leaders on their 'legacy'. Events were also held in Halifax, Ottawa, Montreal and London and we expanded to the Prairie Region hosting events in Edmonton, Calgary and Winnipeg.
5. The South Asian, Lunar New Year and Hispanic Heritage Month celebrations continue to attract over 1,000 employees including many executives.
6. Launched the Visible Leadership Speaker series offering lecture sessions both internally & externally supporting visible minority career development.
7. Each One Teach One (EOTO) is a program using a one-to-one approach to assist in guiding Black employees in their career development goals while expanding their network. Mentors (both minorities and non-minorities) are matched with mentees based on competencies and career goals.
8. In collaboration with the Canadian Centre for Diversity & Inclusion (CCDI) TD hosted the Community of Practice Events (COPE) an event in London & Vancouver to discuss "What does it mean to be Canadian?"
9. TD launched a series of Women's History Month videos both internally and externally celebrating women who are making strides in their career and communities
10. In 2018, the Women in Leadership team hosted a Global Mutual Mentoring Event where 1,644 participants connected to create stronger leadership at every level.
11. In 2018, Finance launched a Women in Leadership Power Learning Series with workshops reaching over 130 women, and topics focused on Pitching with Purpose and Life/Work Integration.
12. TD supported 83 Pride festivals and over 160 LGBTQ2+ community initiatives.



13. TD organizes a LGBTQ2+ Development Series, where TD LGBTQ2+ executives and external leaders share their personal and career journeys and advice.

### **EMPLOYMENT SYSTEMS**

TD understands that in order to attract and retain great people we must have an equitable, diverse and inclusive workplace. We strive to identify and eliminate barriers or biases and enhance employee experience and have comprehensive policies and programs to support a human rights culture to include but not limited to: Harassment, Discrimination, and Violence in the Workplace; Employment Equity; Workplace Accommodation; TD and IT Accessibility policies; and Premises Accessibility Standards for branch and corporate office environments. TD continues to work to ensure that accessibility commitments are aligned across the entire organization in Canada through implementation of these policies, procedures and processes.

### **Initiatives for Designated Groups**

#### **RECRUITMENT**

Diversity is a foundational element of our recruiting strategy. We consistently work to embed diversity into all recruiting channels. Within our Talent Acquisition team lives a strong Diversity Sourcing group consisting of five individuals focused solely on attracting top talent from diverse communities. This team is aligned to an enterprise-wide talent acquisition strategy and works to ensure that bias mitigation is part of both talent review and new hiring practices. These guardrails ensure that our interview process has been strengthened from end to end for our potential candidates. In addition, when we partner with third-party executive recruiters, we have specific language in our contracts specifying the need for diverse candidate slates. Lastly, when posting jobs on our own and external online job boards, TD is active in outreach and sourcing diverse candidates. We have a focus on campus recruitment and leverage partnerships with regional and national organizations to include a comprehensive nationwide relationship with Canadian schools & universities. TD's efforts in internal and external recruiting efforts attract thousands of students annually.

#### **Indigenous People**

TD's Talent Acquisition team includes a dedicated, experienced Indigenous recruiter who focuses on establishing relationships with schools, student centres and First Nations to build awareness of careers at TD and hire qualified applicants. They work together with the TD Indigenous Employee Circle and TD Indigenous Banking Group to support recruitment events, attract employee referrals and share employee testimonials and thought leadership blog articles through social media. Within our business lines, leaders are taking accountability for building and maintaining localized relationships with universities, colleges and communities, engaging Indigenous students early in their tenure. With these strategies designed to increase our representation, TD participated in the following initiatives in 2018:

- In partnership with Indspire, TD sponsored bursaries, scholarships (Building Better Futures) and gathering opportunities (Soaring) for Indigenous students. TD's Indigenous Recruitment Manager is a member of the selection committee and creates networks with the students to share job opportunities upon graduation.
- Since 2013, as part of the annual AFOA Canada National Conference, TD hosts a branch/regional office tour and lunch and learn session for recipients of the Financial Management youth award.
- We continue to leverage Nation Talk to promote opportunities and further profile TD as an inclusive employer which included this year our Manager of Indigenous Recruitment who shared her own





story and discussed the multitude of career opportunities available within financial services, and, specifically, at TD.

- We continue to leverage CBC News Radio North to discuss hiring Indigenous people from remote branches in the north.
- LinkedIn, Twitter, AFOA Canada and Nation Talk utilized to create awareness around current and future job opportunities and careers at TD. As part of these efforts we have engaged current Indigenous employees at TD to share their career experiences.
- TD Insurance continues to have their summer internship program in Halifax and Toronto resulting in 14 Indigenous hires for the summer of 2019 from our 2018 efforts.

### **People with Disabilities**

To recruit people with disabilities, TD leverages on-campus networking sessions with business leaders and students with disabilities. TD also partners with national and regional disability-confident agencies to find experience talent to support all of TD's businesses. Additional efforts include:

- In partnership with Lime Connect Canada, we recruit people with disabilities for career opportunities across our Canadian businesses. We have TD employees at all Lime Connect networking receptions in Montreal, Ottawa, Toronto and Vancouver. Since 2013, TD has hired 85 employees through Lime Connect Canada.
- Each year, TD employees and executives engage in one-on-one mentoring of people with disabilities with partners like Dolphin Disabilities Mentoring Day.
- Beginning in 2016, TD piloted a hiring program with Specialisterne Canada, an organization that partners with employers and identifies talented individuals with neurodiversities. The program includes onboarding support for new employees, people managers and their teams. The pilot has expanded across several businesses and we now have 37 hires on board.
- In 2018, with support from the Canadian Council on Rehabilitation and Work (CCRW), TD established a network that included 28 PWD employment agencies and post-secondary institutions in New Brunswick, to support staffing of our operations centre in Moncton. For this operations centre, TD has already hired four employees with disabilities.

### **Visible Minorities**

TD is committed to finding, building and nurturing talent from people of all backgrounds. Activities and programming related to our Visible Minorities include:

- TD is proud to support Black Ties, a student led group focused on the professional advancement through networking events, speaker-series, mentorship and an annual development conference.
- We piloted an African Canadian/Black Leadership Pipeline Working Committee in Atlantic Canada, providing employment to talented, smart and ambitious Black youth! As such, TD, the Black Business Initiative (BBI) and Senator Wanda Bernard worked to identify ways to increase our sources of Black talent in Halifax, NS.
- Our partnership with the Toronto Region Immigrant Employment Council (TRIEC), initiated in 2004, helps new immigrants with their job search in Canada. Since the program's inception at TD, our employees have provided over 1,950 mentoring relationships, with approximately 67 of TD mentees who responded to the post-partnership survey indicating they had gained positions with TD Bank.
- The TRIEC program has been highly successful and TD is partnering again, this time with ALLIES (Assisting Local Leaders with Immigrant Employment Strategies) to provide funding and mentoring support for similar programs in other Canadian cities.



- In partnership with ACCES Employment, TD assisted in the design and execution of a program targeted for professional women new to Canada. The "Empowering Women" program includes a week of training delivered by TD leaders and professional consultants. Over 100 TD employees participated in various development sessions with the women. TD has sponsored 11 cohorts since 2016, during which 177 women graduated. Of these women, 145 have found employment in their chosen field, 53 of them at TD.
- TD regularly partners with immigrant serving organizations and other groups that focus on connecting visible minority candidates with potential employers and opportunities. We have hired more than 668 ACCES graduates to TD. We also partner with and contribute to many other organizations, including LAMBA and ASCEND.
- We partnered with CAUFP (Canadian Association of Urban Financial Professionals) to recruit under-graduate students from diverse, ethno-cultural communities resulting in 16 new students representing diverse visible minority communities starting in summer internship roles in 2019.

### **Women**

TD is committed to promoting inclusion and expanding leadership opportunities for all women. Specific recruitment initiatives for women include:

- TD leverages specialized partnerships across Securities, Technology and Wealth to help women re-enter the workforce after extended leaves and to encourage more women to consider a career in STEM related fields. Some of the TD sponsored programs are: Women in Capital Markets (WCM) Return to Bay Street and Rotman 'Back to Work'
- TD co-created and sponsors a specialized program with ACCES Employment for women who are new to Canada. Over 160 TD employees participate annually across this full week program to develop, coach and sponsor this talent into the Canadian workforce. 2018, 4 cohorts with 80 women through the program annually. 37% of the participants are hired by TD and since the inception of the program in 2016, 90% of the participants from 2016 to 2018 found full time employment.
- Creation of events such as a TD Women in Technology recruitment event, Women in STEM event (in collaboration with Lean In Canada) and partnership with Hacker You allows TD to be a role model for other companies. We continue to educate, promote and pioneer creative ways to encourage gender balance with our employees, leaders and broader community.

### **LGBTQ2+**

TD works closely with a variety of LGBTQ2+ community and student organizations that help drive professional development and career opportunities for LGBTQ2+ talent. This includes:

- Pride at Work networking events and workplace inclusion workshops across Canada.
- Start Proud - Out on Bay Street, the largest LGBTQ2+ career conferences in Canada.
- TD executives and employees participate in panels about LGBTQ2+ workplace experiences with LGBT student organizations.
- Introduced a Transgender Internship program providing job opportunities for Transgender people within our retail branches
- Focus on LGBTQ2+ recruitment in Atlantic regions with events held in Halifax and Moncton

### **SOCIAL MEDIA**

In line with our various communications strategies, TD has created social media marketing strategies to promote awareness and attract a diverse talent pool for hard-to-fill roles and niche opportunities, including:



- Many of our leaders have enhanced LinkedIn profiles, to strengthen their social media presence so they can act as ambassadors and role models in their communities.
- In 2018, produced a series of thought-leadership blog articles to strengthen our brand as a leading inclusive organization through various social media channels
- The TD Newsroom has evolved to include stories that highlight the achievements of our community partners through The Ready Commitment and authentic stories from our colleagues.
- Social Media Image Cards are leveraged to attract diverse talent by featuring employee stories on non-traditional sites such as Twitter, Instagram and Facebook.

### **TRAINING AND DEVELOPMENT**

TD provides formal development and mentoring opportunities for all designated groups. All employees complete four mandatory Diversity & Inclusion e-learning modules on a 24-month cycle and all new employees complete the training at onboarding. Additional training and development opportunities in 2018 included:

- We are proud of the implementation of a new method that demonstrates the value of self-identification and help our colleagues be more comfortable. An online Employment Equity Survey course was developed and launched and in just one month we saw an increase of 10% completion by all employees and 16% completion by new hires.
- TD worked with the Humphrey Group to pilot a leadership development program ‘Enabling Leaders’ for 20 high potential employees with disabilities.
- Online Mental Health training was launched across TD in Canada. The program includes fundamental training for employees and training specifically designed for People Managers and HR.
- We continued to offer Visible Leadership, an intensive two-day program for top talent visible minority employees, supplemented with one year of group mentoring. Over 500 employees across North America have participated since inception.
- Since 2017, as part of a focus on the Black Community, education and awareness sessions have been delivered to TD executive teams as well as HR professionals. These sessions have brought attention to the real challenges faced by members of the Black community.
- We updated our Inclusive Leadership workshop to reinforce the value of inclusion and focused on strategies for managers to engage and leverage diverse teams and minimize negative consequences resulting from bias. More than 1,000 people have completed the program.
- An inclusive leadership component has been embedded into the Elevate development program for all titled officers (Associate Vice Presidents and above).
- The TD Leadership Portal was updated in 2018 - this online, centralized site includes diversity topics for our employees to support our leaders.

### **PROMOTION**

TD uses a robust Talent Review and Succession Management Process to provide consistent guidance and a common set of criteria for the assessment and development of talent. As part of the process during 2018, 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 and succession 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 the Talent Review for each business, including diversity outcomes, were discussed by the CEO and each Group Head between July and August, and the aggregate Enterprise results shared with the CEO and



Senior Executive Team thereafter. A talent update, including Diversity outcomes, is shared annually with the Board/HR Committee.

### **RETENTION AND TERMINATION**

TD regularly monitors employee experience through its annual Pulse survey and exit surveys 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 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, maintains an array of accessibility testing tools and works with businesses to help improve the accessibility of services we provide to customers including the deployment of the LanguageLine app on iPads at all Canadian TD Canada Trust locations, giving customers instant access to Sign Language interpreters. In 2018, AT deployed 1,202 solutions to enable employees to do their jobs (over 8,878 pieces of technology deployed since its inception in 2006), which was more than any year since inception. AT also consults with TD lines of business to ensure accessibility is considered in design of new technology and systems. TD's Workplace Accommodation Program continues to manage an increased number of employee requests; 2763 cases in 2018, 16% more than 2017. 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 and enables employees to be effective in their work. In addition, TD employs a dedicated American Sign Language interpreter. TD stands tall in this space and is proud to be the only FI with an Assistive Technology lab used for testing, education and informational tours.

### **Constraints**

A few constraints to even more progress include employees, specifically new hires, choosing not to complete the employment equity survey, despite 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”).

### **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 addition to the initiatives described above, in 2019, TD will continue to execute on its three-year diversity plan and employment equity plan (2018-2020) including:

- Continue to drive increased representation
- Continue to promote a comfortable environment to self-identify
- Maintain high senior executive engagement and accountability
- Embed diversity and inclusion in all leadership and management training