

## 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 56,000 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 25 million customers globally with approximately 11.5 million active online and mobile customers. As of October 31, 2017, TD had CDN \$1.279 billion of total assets.

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

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. The vision and purpose are supported by 5 shared commitments that articulate values and behavior. Inclusion, diversity and respect are represented here as critical enablers.

For the sixth straight year, TD was recognized as one of Canada's Best Diversity Employers. TD is also recognized at the Gold Level in Progressive Aboriginal Relations (PAR) by the Canadian Council for Aboriginal Business. TD placed in Great Places to Work; Canada's Top 100 Employers; and Diversity Inc – Top Companies for Global Diversity, and Top Companies for People with Disabilities. TD also ranked #1 in LinkedIn's "Companies Canadians Most Want To Work For".

## II. Quantitative Information

For 3 of 4 of the Designated Groups (Visible Minorities, PWD and Women) TD's representation remains above Labour Pool Availability (LPA). All designated groups are over LPA representation in EEOG 1. **Representation of Aboriginal People remained steady at 1.2% but below LPA of 1.9%.**

**Increasing representation for this group continues to be a key focus for 2018. The narrative report highlights a number of TD's efforts in this area.**

TD's Hire rate was 15.69% in 2017. 8,406 people were hired and, 5,363 identified in one or more of the designated employment equity groups. Hiring for all designated groups is below LPA and below TD's overall hiring rate (15.69%) by more than 15.0%. This is at least in part, due to a lag in self-identification among new hires in Aboriginal People, PWD and Visible Minorities as only 29% of new hires completed the Employment Equity survey during their first year of employment. **Increasing self-identification through the survey, especially for new hires, is a key focus for us in 2018.**

TD's overall promotion rate was 12.6%, down from 14.5% in 2016. The Promotion rate for Visible Minorities was higher at 15.26%. For the other 3 designated groups, promotion rates were lower than the overall promotion rate.

TD's termination rate was 13.54% an increase from 12.8%. Termination rates for all the designated groups were below TD's overall rate.

### **ABORIGINAL PEOPLE**

Representation of Aboriginal People has been steady at 1.2% since 2012. In 2017, representation was below the LPA of 1.9% by 372 employees, but the gap between representation and LPA decreased by 30 employees.

Hiring added 39 employees in 2017. EEOGs 1 and 7 show decreases of more than 15%, due to small populations—decreases of only 1 and 2 employees respectively. EEOG 1 remains above LPA in 2017. Over 11% of Aboriginal employees at TD work in our General Insurance Division which is provincially regulated and therefore not included in these numbers.

### **PEOPLE WITH DISABILITIES**

People with Disabilities comprise 5.9% of TD's population, above our LPA of 5.6% by 9% or 262 employees. In 2017, there was an increase of greater than 15% in EEOG 4 (6 employees) and a decrease of greater than 15% in EEOG 7 (13 employees).

#### VISIBLE MINORITIES

Visible Minorities continue to comprise 29.2% of TD's workforce, above our LPA of 25.4%. There are no significant changes greater than 15% from 2016. Representation in EEOG 1, 2, 3 was over 25% more than our LPA and EEOG 2 is 97.3% higher than LPA.

#### WOMEN

TD's representation of Women at 57.3% remains above the LPA overall average of 52.3%. EEOG1 was 47.9% above LPA. Representation is above LPA in all areas except EEOG 4 and 8. which are below by only 5.5% and 1.7% respectively.

### 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 the Employment Equity section of our internal website our employment equity policy, survey, annual report, and three-year plan are available to all employees. New employees are encouraged to complete the survey upon hire as part of our employee onboarding process.

On-line diversity communities provide an opportunity for dialogue and exchange among employees and executives from diverse backgrounds, to share stories and information, identify role models and share practical tips on career development, leadership, flexibility and work/life balance. **Stories that have typically not been part of the workplace conversation are being shared across the organization in person and online. This year, employees have shared their personal stories about mental health challenges, being black, Indigenous or trans gender.** The openness of our people has been an inspiration to our global workforce and is helping to further shape our organization. Diversity and Inclusion blogs continue to be some of the most read and commented on blogs across the TD intranet.

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, and TD's supplier diversity strategy. In 2017, TD launched an enterprise wide, TDdiversity magazine featuring personal stories, interesting articles and timely topics.

TD partnered with Centre for Talent Innovation (CTI) and Bhasin Consulting Inc. on a two year research study on workplace sponsors, the results of which were published in 2017. According to the study, sponsorship can make a world of difference in helping diverse professionals break through to senior management.

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.

Further to this report, TD is active in providing thought leadership and, through partnerships and sponsorships, and 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. In 2017, "Aboriginal Businesses Increasingly Embracing Innovation" was added to the collection.

- TD is the founding and exclusive presenting sponsor of the Canadian Council for Aboriginal Business (CCAB) Indigenous Women in Leadership Award.
- TD is the Presenting Corporate Sponsor of the Indspire Awards, recognizing the achievement of Indigenous leaders.
- In partnership with organizations like AFOA Canada, CCAB and Indspire, TD sponsors highly visible events focused on leadership, business and economic development, and education.

Internally, a key priority is to use communication events and opportunities to educate our workforce on Indigenous culture, history and ways of knowing.

- At large events and gatherings and in our classroom training, we recognize peoples and traditional territories and in some cases we also engage Knowledge Keepers and Elders to provide traditional openings.
- During Aboriginal History month, TD offers and participates in activities nationally and encourages all employees to be actively involved.
- In 2015, we launched the National Indigenous Speaker Series which brings Indigenous leaders into the Bank for keynotes and panel discussions. These events are broadcast live via webcast and are archived for future viewing. Viewership is typically 1,000 – 1,200 people. In 2017, our keynote was Gabrielle Scrimshaw.

The Indigenous Circle @ TD is an online community of over 1,000 Indigenous and non-Indigenous employees who come together to share stories, thoughts, resources and opportunities to be involved.

### 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. We are committed to providing all employees with work that matters, opportunities beyond expectations and inspiring leadership.

The Inclusion and Diversity Leadership Council (IDLC) is how we hold ourselves accountable. At the beginning of 2017, the Inclusion & Diversity Leadership Council (IDLC) governance structure was updated to include a Senior Executive Team (SET) member or delegate from each business. Each member established an IDLC within their own business. 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.

The IDLC sets TD inclusion and diversity strategy, oversees its progress and is supported by 300+ leaders who are active on diversity subcommittees across all of our business lines.

In 2017, every SET member set goals for their business to increase diversity representation by 2020. Each business line and function is responsible for driving accountability for inclusion and diversity in its business objectives and measuring them annually.

The SET member and their businesses receive reporting on diversity in hires, promotions and departures as well as their workforce representation numbers. This creates greater **accountability for employment equity that flows from the Senior Executive Team to business leaders**. In 2017, all Senior Vice Presidents were given reporting on diversity representation within their businesses.

### Key 2017 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.
2. Throughout June, employees participated in other sponsored and TD hosted events across the country, to **celebrate Aboriginal History Month and National Aboriginal Day**.
3. TD funds \$100,000 annually to support the **Building Brighter Futures: Bursaries, Scholarships, and Awards Selection Committee through Indspire**.
4. To mark International Day of People with Disabilities, TD hosted an **event focused on the 'ally'** audience, including hundreds of executives and people managers. This event provided a chance to hear about TD's vision to be a disability confident organization.
5. In 2017, TD shared a series of powerful videos featuring personal accounts from employees disclosing their disability in the workplace, and the reaction and lessons learned by their managers.
6. In 2017, TD's 45 Women in leadership (WIL) chapters hosted a combined 40+ professional development and networking forums. .
7. Early 2018, the Black Employee Network hosted the annual Toronto based Black History Month event, now in its 10th year. The 500 person audience heard from Justice Donald McLeod about Black Excellence and how to strive towards it. They also heard from a mentoring panel who participated in the Each One Teach One program. Additional events were held in Halifax, Ottawa & Montreal and this year we expanded to London, Ontario.
8. South Asian & Lunar New Year Galas each attracted over 1,200 employees including executives.
9. TD opened a **new group prayer room facility in downtown Toronto** which is open for use by all employees regardless of business or work location or faith.
10. 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.
11. Some of our more diverse challenged businesses are finding unique ways to engage their employees in creating an inclusive culture. For example, TD Securities hosted Studio 180 Theatre to deliver a customized performance promoting empathy and respectful dialogue.
12. TD sponsored Canada Pride LGBTTIQA2S Rights Conference in Montreal and TD has officially celebrated a record total of 57 Pride Festivals in North America annually.
13. In 2017, TD supported a number of LGBT community organizations, to help drive inclusion for gender diverse communities including a donation to Gender Creative Canada Kids and Sherbourne Health Centre to support the Trans Fusion Crew program. .
14. To provide role models and inspire career possibilities to LGBT employees, TD organizes a monthly LGBT Executive Fireside Chat Series, where TD LGBT executives share their personal and career journey and advice.
15. TD established a **common North American standard regarding the deployment of and signage for gender neutral restrooms/washrooms** in corporate spaces.

#### 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; 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 our entire organization in Canada through implementation of policies, procedures and processes.

### **Initiatives for Designated Groups**

#### RECRUITMENT



Diversity is a foundational element of our recruiting strategy. 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 recruitment and we leverage partnerships with regional and national organizations. 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.

We have been working to embed diversity into all of our recruiting channels. For example when we deal with 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.

TD has a **Diversity Sourcing team** with four individuals focused solely on attracting top talent from diverse communities aligned to an enterprise-wide talent acquisition strategy.

In 2017, we made a number of enhancements to TD's interview process to ensure bias mitigation into both resource planning and new hiring practices:

- **Structured interview guides** designed to mitigate bias in the interview stage of the assessment have been created and shared with leaders to ensure a robust and consistent interview process.
- We are piloting a new practice using diverse selection panels of 2 to 3 team members who conduct behavioral interviews with shortlisted candidates.
- Facilitate structured debrief sessions with leaders to reach a better and more objective hiring decision.
- Implemented Textio, a job posting tool used to attract more qualified and diverse candidates.

### **Aboriginal People**

TD's Talent Acquisition team includes a dedicated, experienced Indigenous recruiter who focuses on establishing relationships with schools, student centres, Communities and Indigenous partner organizations to build awareness of careers at TD and hire qualified applicants. They work together with the Indigenous Employee Circle and Indigenous Banking Group to support recruitment events, attract employee referrals and share employee testimonials and thought leadership blog articles through social media.

Business leaders are taking accountability for building and maintaining localized relationships with universities, colleges and communities, engaging Indigenous students early in their tenure. This is part of a comprehensive strategy to educate about career opportunities available within financial services and to build sustainable talent channels.

In an effort to increase our representation, TD participated in the following initiatives in 2017:

- In 2016 and 2017, TD attended 30+ recruitment/campus events targeted to Aboriginal talent.
- In partnership with Indspire, TD sponsored bursaries, scholarships (Building Better Futures) and gathering opportunities (Soaring) for Indigenous students. TD's Aboriginal Talent Acquisition Manager sits on the selection committee and gets to know the students for opportunities when they graduate.
- 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.
- As a Leadership Circle Member with Aboriginal Human Resource Council (AHRC) – TD annually attends their Inclusion Works career fairs which connect TD with Aboriginal students and graduates.

- TD continues to support PAYE (Partnership to Advance Youth Employment) and Miziwe Biik Aboriginal Employment and Training based in the GTA, to engage Aboriginal job seekers by attending networking events and career fairs. We've also partnered with community organizations (Thunder Bay Native Friendship Centre, Windsor Native Friendship Centre) and other organizations (AFOA Canada, Indigenous Works, Our Children's Medicine) to facilitate and sponsor career events and discussions.
- We continue to leverage Nation Talk to promote opportunities and further profile TD as an inclusive employer.
- LinkedIn, Twitter, AFOA Canada, AHRC job boards and Nation Talk utilized to create awareness around current and future job opportunities, careers at TD. As part of these efforts we have engaged current Indigenous employees at TD to share their career experiences.
- Worked with the Chinook 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 to position them to take on a full time role with TD, upon graduation.
- TD Insurance introduced a summer internship program that was actively promoted to Indigenous communities resulting in 2 Indigenous hires for the summer of 2017 in Halifax and plans to expand this program. The goal is to have these students join TD on a permanent basis.

### LGBT

TD works closely with a variety of LGBT community and student organizations that help drive professional development and career opportunities for LGBT talent. Examples include:

- Pride at Work networking events and workplace inclusion workshops across Canada.
- Start Proud -- Out on Bay Street, one of the largest LGBT career conferences in Canada.
- TD executives and employees participate in panels about LGBT workplace experiences with LGBT student organization.
- TD provided financial support and implemented an Executive Mentor matching program for Rotman Letters (LGBT MBA students) which included career coaching.

### People with Disabilities

To recruit people with disabilities, TD leverages on-campus networking sessions with TD business leaders and students with disabilities. During this time, we take the opportunity to communicate and exemplify our culture, where every employee is encouraged to bring their authentic self to work in our inclusive environment.

- In partnership with Career Edge we recruit people with disabilities for internship placements across TD. Since the program's inception (1999) we have **hosted a total of 56 internships**.
- In partnership with Lime Connect Canada, **TD created a summer internship and scholarship program** for third-year university students with disabilities. We have hosted a total of 34 interns and have hired 76 candidates from this program since the program's inception in 2009.
- Each year, TD **employees 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 in 2017** and we now have 14 hires on board.

### Visible Minorities

TD is committed to finding, building and nurturing talent from people of all backgrounds through:



- 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, TD employees provided over 1,757 mentoring relationships, with approximately 67 of TD mentees who responded to the post partnership survey indicating they had gained positions with the 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.
- TD also 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 595 ACCES graduates to TD. We also partner with and contribute to many other organizations, including LAMBA and ASCEND.
- An example of an initiative directed at the intersection of different identity groups, we partnered with ACCES to host a networking event which featured July Black –and 70 ACCES Alumnae– including 19 TD hires and members of the Black Employee Network as well as TD leaders who have been key to the success of the program.

### Women

- 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 more high profile partnerships and 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 150 TD employees participate annually across this full week program to develop, coach and sponsor this talent into the Canadian workforce. In 2017, 3 cohorts and 56 women went through the program resulting in 90% of them finding employment quickly and 20% being hired by TD directly.
- 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 put TD as 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.

### 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.

In 2017, an **Inclusive Leadership strategy** was developed to reinforce the value of inclusion and teach managers actionable strategies to engage and leverage the full potential of diverse teams and minimize negative consequence resulting from bias. The strategy includes a **facilitator led workshop** designed for people managers and an **assortment of training material** to help sustain the learning from the workshop and to help build concepts into day to day practices. In 2017, more than 600 people have



completed the program. Also, an **Inclusive Leadership Resource** guide was introduced to support L&D specialists (internal and contracted) to build inclusion and diversity messaging into training. In 2017, 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 400 employees from coast to coast have participated since inception.

**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.

In 2017, 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**.

Rolled out the **Every Day Leadership Portal** – an online, centralized site houses a suite of learning resources including diversity topics for our employees to be better leaders every day. New thought leadership articles, videos and tools and resources are posted to this site regularly.

In every **TD classroom**, learners and facilitators make a joint commitment to create a space where all learners feel included and welcome, their diversity of thought and experience is valued, and they can bring their whole self to the learning experience. To date this initiative has reached 34,000 TD employees.

In 2017, an inclusive leadership component has been embedded into the ‘**Elevate**’ Development program for all titled officers (Associate Vice Presidents and above).

#### **PROMOTION**

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 for 2017, 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**, will be discussed by the CEO and each Group Head **May-June**, and the aggregate Enterprise results **shared with the CEO** and Senior Executive Team. A talent update, including Diversity outcomes, will be 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 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 2017, AT deployed 1,152 solutions to enable 719 employees to do their job (over 7,676 pieces of



technology deployed since its inception in 2007), 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 so they can be used effectively by all employees. Note: TD is the only FI with an Assistive Technology lab used for testing, education and informational tours.

TD's Workplace Accommodation Program continues to manage an increased number of employee requests, 2385 cases in 2017, 17% more than 2016. 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. Examples of recent accommodations 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 employs a dedicated American Sign Language interpreter.

## Constraints

Employees choose not to complete the employment equity survey, including a majority of new hires, 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 2018, TD will execute a new three-year diversity plan and employment equity plan (2018-2020) including:

- Our commitment is to find new and creative ways to promote diversity and embed inclusion into the company's culture by providing our employees with work that matters, opportunities beyond expectation, and inspiring leadership.
- Build and deliver Aboriginal training for all Canadian Employees
- Implementing a targeted talent acquisition strategy to attract, hire and develop diverse talent, with emphasis on businesses and areas where we have lower representation.
- Continue to identify, build and deliver tools for leaders and inclusion champions to further embed diversity and inclusion throughout the organization
- Focusing on implementing innovative ways to **increase the identification numbers through our Employment Equity Survey including our new hires.**
- Launching an **online Indigenous Resource Centre**, a tool that will **provide resources** for further learning and engagement.
- Launching the **I Am Indigenous video series** – a series of vignettes wherein Indigenous employees share their personal stories, their experience as Indigenous people in Canada, perspectives on Reconciliation and unique calls to action.
- Introduction of Mental Health Training Module
- We will **review our benefit plan** and consider expanding offerings of interest to diverse groups.