

The Toronto-Dominion Bank-2021 Narrative Report

General Comments

The Toronto-Dominion Bank and its subsidiaries collectively known as TD Bank Group ("TD", "TDBG", or the "Bank") has approximately 26.8 million customers. TD is headquartered in Toronto, Canada, with more than 90,000 colleagues in offices around the world, including more than 2,200 retail business locations across North America and more than 58,000 colleagues in Canada.

TD offers a full range of financial products and services through three key business lines:

- Canadian Retail including TD Canada Trust, Business Banking, TD Auto Finance (Canada), TD Wealth (Canada), TD Direct Investing and TD Insurance
- U.S. Retail including TD Bank, America's Most Convenient Bank, TD Auto Finance (U.S.), TD Wealth (U.S.) and TD's investment in Schwab
- Wholesale Banking including TD Securities

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 the provisions of the Bank Act (Canada). It was formed on February 1, 1955 through the amalgamation of The Bank of Toronto, chartered in 1855, and The Dominion Bank, chartered in 1869.

Acquisition of Wells Fargo Canadian Direct Equipment Finance Business.

Completed: 2021-05-01

The acquisition of Wells Fargo's Canadian Direct Equipment Finance business adds scale and capabilities to TD's existing Canadian Equipment Financing business and expands TD's presence in core markets. Wells Fargo's Canadian Direct Equipment Finance's direct origination model is expected to allow TD to better serve a more diverse set of business customers in need of competitive equipment loans, leases, and customized financing services.

Additional Details:

[Press Release – Announcement](#)

[Press Release – Completion](#)



Quantitative Information

Our company distributed a new Self Identification Survey in 2021. Employees (248) moved from a provincially regulated subsidiary to a federally regulated subsidiary (or vice versa). At least one employee changed employment status. We changed the National Occupation Classification codes of employees. At least one employee took or returned from a long-term leave of absence. At least one employee posted or returned from abroad.

While the COVID-19 pandemic continued to have some atypical impacts, some aspects of TD operations began to normalize in 2021. For instance, hire, promotion and termination rates for 2021 have returned to a level that is comparable to pre-pandemic rates. Details are documented in the appropriate “Qualitative Measures and Results” section below.

Qualitative Measures and Results

1 - Communications

TD uses various internal and external communications tools to build awareness of and our commitment to D&I. In the Employment Equity section of our internal website, our Employment Equity Policy, self-identification survey, and Three-Year Employment Equity Plan are available to all colleagues. We also have Employee/Business Resource network groups (e.g.: Women In Leadership, Indigenous Circle @ TD, Forever Proud, Black Employee Network, etc.) which provide opportunities for colleagues to engage in storytelling, identifying role models, sharing of information and tips on career development, increasing awareness and allyship among others across the bank.

In line with our various communications strategies, TD has created digital strategies (e.g. LinkedIn) to promote awareness and attract a diverse talent pool. 2021 initiatives included monthly campaigns that celebrate various heritage months, showcasing our diverse and inclusive culture (i.e., Black History Month, National Indigenous Peoples History Month), TD Stories included articles that highlight the achievements of our colleagues, customers and communities, social image and video posts are leveraged to attract diverse talent by featuring colleague stories. TD Brand Ambassadors produced blogs to strengthen the brand as a leading inclusive organization.

The Bank’s D&I program is also highlighted in our annual [Environmental, Social and Governance \(ESG\) Report](#) which is available to the public. This report provides information on diversity governance, the Bank’s board and workforce diversity, and our supplier diversity strategy. Furthermore, our D&I strategy is fully integrated within the TD Ready Commitment— our corporate citizenship platform designed to help open doors for a more inclusive and sustainable tomorrow. TD is targeting a total cumulative community giving donation of CAD \$1billion by 2030 towards areas that support change, nurture progress and contribute to making our communities a better place through social inclusion.

All TD lines of business have documented strategies and plans that align to and support the enterprise D&I strategy. All business and area of focus initiatives are documented and communicated through the D&I calendar that is distributed monthly.

Approximately 100,000 colleague participants are registered across all internal, diversity-related Employee/Business Resource network groups. This figure represents total participation across all networks as colleagues may participate in more than one network. We also measure our communications reach across external social media platforms including Twitter, Facebook, Instagram and LinkedIn.

2 - Equity Environment

Diversity and Inclusion Governance and Strategy

Diversity and inclusion (D&I) are core values at TD. Among other things, we support a culture of listening to and learning from our customers and colleagues about diversity and inclusion. We create safe spaces for our colleagues to have frank and open discussions and contribute to an inclusive work environment. In 2021, our business segment Diversity & Inclusion (D&I) committees facilitated numerous colleague listening tours, which informed D&I strategy. Our purpose is to enrich the lives of all our customers, colleagues and communities, with strategic focus on Women, Black, Visible Minorities (VisMin), Indigenous Peoples (IP), People with Disabilities (PWD), Lesbian, Gay, Bisexual, Transgender, Queer, Two Spirit, Plus (LGBTQ2+) and Veterans groups or Areas of Focus (AOFs). In 2021, we continued to monitor representation and progress of these AOFs and remain focused on building a workforce that represents the customers and communities we serve.

Since 2005, Diversity and Inclusion (D&I) has been embedded in TD's business strategy and framework, and we've made progress in advancing D&I strategy across TD. We hold ourselves accountable through our Enterprise Inclusion and Diversity Leadership Council (e-IDLC). TD has a Vice-President of Diversity and Inclusion (D&I VP), who is supported by a team of D&I professionals who advise the e-IDLC. Additionally, the e-IDLC governance structure includes a Senior Executive Team Chair, senior leaders from all business lines and corporate segments as well as senior leaders who chair enterprise Area of Focus (AOF) committees. Each TD business line, corporate segment and AOF also has its own leadership committee that includes senior leaders who set strategy and drive accountability for that segment or AOF to ensure alignment and accountability across the organization. Colleague feedback from these segments and AOF leadership committees, as well as from related employee resource groups (ERGs), is shared with the e-IDLC.

Equitable Compensation

TD is committed to providing all colleagues with equitable compensation. In support of this commitment, the Bank has comprehensive and well-established compensation programs and structures that are designed to ensure that colleagues performing the same job have equitable compensation supporting internal equity and fairness, while recognizing



differences in experience, performance, and contributions. We complete a detailed statistical analysis each year to monitor pay outcomes and adjust, where appropriate, to close gaps that are identified. Additional details, along with 2021 results, can be found in the [Approach to Total Rewards](#) document within our 2021 ESG Report.

Initiatives and Events

In 2021, TD continued to leverage initiatives and events to build awareness, create dialogue and promote diversity and inclusion. Below are some examples:

1. The Indigenous Mentorship Program was established, with the objective to support career progression and development, and organizational awareness for colleagues from Indigenous communities at TD. The first cohort had over 40 Indigenous Peoples participants, who had access to a series of development sessions with speakers from Indigenous communities.
2. TD became a signatory to the UN Women's Empowerment Principles, in December 2021, furthering our commitment to gender equity. The principles, which were the result of collaboration between the UN Global Compact and UN Women, focus on promotion of gender equality and women's empowerment in the workplace.
3. TD is the founding sponsor of the BLACK HXOUSE project. BLACK HXOUSE's goal is to be the first program in Canada dedicated to the long-term economic advancement of Canada's Black and other racially diverse communities.
4. At the start of our events, TD continued to demonstrate our respect for and recognize traditional territories of Indigenous Peoples by including land acknowledgments, which also encourage our employees to educate themselves on the land where they work and live.
5. TD's third annual D&I Colleague Summit, themed Deeper Connections, was attended by more than 8,600 colleagues and was organized and supported by more than 120 colleagues. This 4-day event focused on fostering inclusion, connectedness and generating deeper conversations, while highlighting shared and unique lived experiences.
6. TD celebrated Black History Month with a month-long series of events and activities across the theme of "Not Just Another Black History Month". Over 5,200 colleagues attended.
7. Hispanic Heritage Month Summit held in October focused on honouring, celebrating and educating others about the outstanding achievements and contributions of Hispanic people. Approximately 320 colleagues participated.
8. TD celebrated International Day of Persons with Disabilities with a 3-day event with the theme "Not all Disabilities are Visible". 2000+ colleagues attended. A separate event



celebrating National Disability Employment Awareness Month in October included an all PWD panel of TD executives sharing their career experiences.

9. June is Indigenous History and Pride Month. Communications to amplify this month were shared both internally and externally. Many events were organized to mark Indigenous History and Pride Month and collectively 3,600 colleagues participated. In addition, a separate event provided a retrospective on the resurgence of the Two-Spirit community in Canada, in the context of decolonization, reconciliation and inclusion.

10. In July, TD's Women in Leadership (WIL) executive steering committee hosted its second annual town hall featuring the Group President and CEO of TD Bank Group, and TD's senior executive WIL Chair. Both leaders shared personal insights on important WIL topics. Approximately 2,500 colleagues attended.

TD received numerous recognitions in 2021 including, but not limited to, being named as one of Canada's Top 100 Diversity Employers and Canada's Best Workplaces for Women, and ranked 15th on the Global Refinitiv Diversity & Inclusion Index under the "Top 100 Most Diverse & Inclusive Companies" category.

Through our annual employee experience survey (TD Pulse), one of the categories we measure is inclusion. The enterprise TDBG score for Employee Engagement Index was 84%.

The Workforce Representation Rates were Indigenous Peoples 1.1%, People with Disabilities 8.6%, Visible Minorities 42.3% and Women 54.4%.

TD uses labour pool availability as a consideration factor in assessing representation of, and goals for, areas of focus.

3 - 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 2021, talent assessments were completed followed by calibration meetings with respective leaders, peers, and HR to ensure that 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 focused on purposeful career moves and development planning for our colleagues, and has embedded diversity into the identification, development and deployment of our top talent. Promotion of top talent was closely monitored on a quarterly basis. 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, was shared with the Board/HR Committee.

The Promotion Rate for Indigenous Peoples was 14.7%, People with Disabilities 12.9%, Visible Minorities 18.9% and Women 16.3%.

4 - Reasonable Accommodation

TD's Workplace Accommodation Program administered and followed up with business partners and colleagues to ensure customized accommodations as recommended by our accommodation partner Manulife were appropriate, functioning, and fulfilled the needs of each colleague. This program is supported by a centralized accommodation budget and internal resources to enable colleagues to be effective in their work – both at work and remotely.

TD's Assistive Technologies team (AT) researched and maintained a catalogue of current assistive devices and software that can be deployed to colleagues. The AT team provided training on the use of new equipment as well as ongoing support and maintenance, maintained an array of accessibility testing tools and worked with businesses to help improve the accessibility of services we provided to colleagues and customers. The AT team also consulted with TD businesses (>800 engagements) on accessibility considerations in design of new technology and systems. TD is proud to be the first Canadian financial institution to our knowledge to have a dedicated Assistive Technology lab used for research and development of assistive technologies.

Our Accommodation team supported 3,055 requests in 2021, compared to approximately 3,800 in 2020. Due to the pandemic, 43% of requests received supported our colleagues with their work from home needs.

Our AT team deployed 1,099 technology solutions in 2021, compared to 1,600 solutions in 2020, to enable colleagues to do their jobs. Since the team's inception in 2006, over 12,750 pieces of technology have been deployed. As part of our continued communications initiatives, the AT Team hosted 61 internal/external sessions, presentations and webinars educating over 3,900 participants on the importance of accessibility, accessible documentation and how accessibility impacts them and their colleagues. This as well as other initiatives have resulted in over 31,000 interactions on our internal social media and video hosting platforms.

5 - Recruitment

Diversity is a foundational element of our recruitment strategy. We consistently worked to embed inclusive recruitment into all our channels. We have a Diversity Sourcing Team whose mission is to attract top talent from diverse communities across the country. We were active in outreach to source diverse candidates and shared TD's inclusion story. We

focused on both experienced professionals in all parts of the bank, as well as early talent. For post-secondary and early career candidates, we leveraged partnerships with regional, national and local student organizations, building on a comprehensive nationwide presence with Canadian schools & universities. Our efforts attract thousands of students annually. Our Campus Recruitment team, in partnership with our business leaders and Diversity Sourcing Partners, participated in and sponsored several programs and conferences to increase the diversity of our candidate pool. For instance, we offered Bridging the Gap and TDI Indigenous Scholarships and supported the Onyx Initiative. We also partnered with third-party executive and professional recruiters, requiring diverse candidate slates.

Indigenous Peoples-Specific Measures

The diversity sourcing team established relationships with schools, student centres and First Nations across Canada to build awareness of careers at TD and hire qualified applicants. They worked together with the TD Indigenous Employee Circle and TD Indigenous Banking Group to support recruitment events, attracted colleague referrals and shared colleague testimonials and thought leadership. Within our business lines, leaders are taking accountability for building and maintaining grassroots relationships with universities, colleges and communities, and engaging Indigenous students early in their tenure. Key initiatives and events from 2021 included:

- In partnership with Indspire, TD sponsored the 'Soaring: Indigenous Youth Empowerment Gathering'. TD's Indigenous Diversity Sourcer participated in a virtual skills-workshop and tradeshow booth to create networking opportunities for students to learn about job opportunities upon graduation.
- The TD Insurance Indigenous Internship Program hired 14 students from Indigenous communities from a corporate summer internship experience. The program started in 2017 and provides Indigenous students and recent graduates with an opportunity to gain corporate experience in insurance. Summer interns also participated in unique development and networking opportunities, awareness and cultural activities and events.
- Social media was utilized to create awareness around current and future job opportunities and careers at TD. As part of these efforts, we engaged Indigenous colleagues at TD to share their career experiences.

People with Disabilities-Specific Measures

The diversity sourcing team established relationships with students and professionals with disabilities from across Canada, leveraging virtual networking sessions with students and experienced candidates with disabilities, talent acquisition partners and business leaders. TD also partners with national and regional disability-confident agencies to source strong talent to grow their careers, across the national footprint. Additional efforts included:

- In partnership with Lime Connect Canada, TD continued to recruit people with disabilities for career opportunities across our Canadian businesses. In 2021, TD hired 10 colleagues through the Lime Connect Canada partnership.
- TD continued to build on our strong relationship with Specialisterne North America, an organization that partners with employers and identifies talented individuals with neurodiversities. The program includes onboarding support for new colleagues, their people managers and the broader teams. In 2021, TD hired an additional 17 colleagues through this program.

Visible Minorities-Specific Measures

The diversity sourcing team established relationships with community partners to recruit Visible Minority, including Black, talent and TD participated in the following initiatives and events in 2021, among others:

- Our partnership with the Toronto Region Immigrant Employment Council (TRIEC), initiated in 2004, helped new immigrants with their job search in Canada. Since the program's inception at TD, our colleagues have provided 2,454 mentoring relationships, including with 131 TD mentees who gained positions with TD Bank. In 2021, 157 mentoring partnerships were established by TD mentors, and 54 TRIEC mentees reported they were now employed at TD.
- TD partnered with immigrant-serving organizations and other groups that focused on connecting Visible Minority candidates with potential employers. These include Accessible Community Counselling and Employment Services (ACCES), Latin American MBA (LAMBA) and Ascend. To date, TD has hired 974 newcomers from ACCES.
- ACCES received a grant from The TD Ready Commitment for \$900,000 to be distributed over three years (2020-23). The grant covers the program delivery for Empowering Women, Cyber Security Connections and Women in Technology. Since 2016, 370 women have graduated; 301 women have been employed in their chosen field, including 83 joining TD.
- TD held the annual Youth Summit in partnership with the Canadian Association of Urban Financial Professionals (CAUFP) with 159 attendees and 5 candidates hired.
- Our relationship with the Black Professionals in Technology Network (BPTN) also contributed to positive talent outcomes. In 2021 leads increased from 118 to 503 and hires from 2 to 26.
- Our Black Talent Pipeline Initiative (BTPI) resulted in the hiring of 47 Summer and Fall Intern students.

Women-Specific Measures

The diversity sourcing team established relationships with community partners and worked collaboratively with recruitment experts to ensure all active roles have gender diversity included in candidate slates. TD participated in the following initiatives in 2021:

- TD leveraged specialized partnerships across our Securities, Technology and Wealth businesses to help women re-enter the workforce after extended leaves and to encourage more women to consider a career in science, technology, engineering and mathematics (STEM) related fields. Some of the TD sponsored programs are: 'Women in Capital Markets' (WCM), 'Return to Bay Street' and Rotman 'Back to Work'. Our Women in Technology (WIT) programs included hackathons, mentorship and hiring events. The Rotman - Women Back to Work initiative Winter 2021 program included 23 participants. TD Executives from Wealth and HR met with 9 selected participants and provided mentoring.
- TD co-created a specialized program with ACCES Employment for women who are new to Canada, 'Empowering Women'. TD colleagues participated in a full week program to develop, coach and sponsor this talent into the Canadian workforce. Since the inception of the program in 2016, 370 women have graduated, 301 employed in their chosen field and 83 of them at TD.

LGBTQ2+ - Specific Measures

The diversity sourcing team established relationships with a variety of LGBTQ2+ community and student organizations that help drive professional development and career opportunities. These initiatives and events include:

- Presenting/lead sponsor of: Q+ Conference, Queens University bringing LGBTQ2+ students together from universities across Ontario; Rotman Commerce Pride Alliance Panel discussion/networking events, featuring TD LGBTQ2+ leaders; and the Haskayne School of Business Pride National Conference.
- Partner in Q+ Queens LGBTQ2+ Mentorship program.
- Transgender Internship program providing job opportunities for individuals within our retail branches.
- TD continued to offer the Tent LGBTQ2+ Refugee Mentorship program which was launched in 2020. This is a three-year commitment where 50 TD mentors provide LGBTQ2+ refugee mentees professional guidance from a trusted resource in an LGBTQ affirming space. The program also serves to develop cross-cultural competencies to mentors.

The Hire Rates were: Indigenous Peoples 15.4%, People with Disabilities 9.6%, Visible Minorities 19.0% and Women 16.3%.

6 - Retention and Termination

TD regularly monitors colleague experience through an annual employee experience survey and exit surveys which provide every colleague with the opportunity to give feedback on their overall satisfaction and experience working at TD. Included in these surveys are demographic questions which allow us to identify any gaps in the colleague experience of diverse colleagues relative to their counterparts (e.g., women vs men). Action planning occurs to address colleague concerns.

Termination Rate for Indigenous Peoples was 14.7%, People with Disabilities 11.8%, Visible Minorities 14.2% and Women 12.7%.

7 - Training and Development

TD provided formal development and mentoring opportunities for all designated groups and allies.

All Canadian colleagues complete mandatory D&I e-learning modules on a 24-month cycle and all new colleagues completed the training at onboarding.

Examples of additional programs and training assets in 2021 included:

- LGBTQ2+ Ally Enablement – This course promotes foundational knowledge and confidence for learners to interact with LGBTQ2+ colleagues, customers, and communities in a welcoming, inclusive and respectful manner.
- Enabling Leaders - This was a development program created by the Humphrey Group for TD colleagues who identify as having a disability. The virtual program focused on leadership skills and career development. In 2021, two cohorts were offered that included 5 modules each along with 1:1 sessions with professional coaches.
- Proud to Lead – This LGBTQ2+ talent development program, with the objective to develop visible LGBTQ2+ leaders to drive inclusion forward, had 32 colleagues participate in the 2021 cohort.
- WIL Allies Program – This program aims to position allies as an integral part of advancing women and D&I more broadly. 40+ colleagues participated in 2021.
- Building Psychologically Safe Teams – TD is committed to ongoing colleague development and learning to achieve a psychologically safe workplace for all. This year, TD introduced

this new course for all people leaders. TD requires that all people leaders align to behaviors that build psychologically safe teams, in alignment with TD's shared commitments.

- Line of Businesses (LOBs) introduced several development programs for Black colleagues – group mentorship, career counselling and listening circles. Through these programs, colleagues build relationships with senior leaders and focus on current and future development. Through the listening circles, colleagues shared experiences and ideas in a safe space.
- Career Relaunch Program - Successfully launched new cohorts of the Career Relaunch program designed to increase diversity in senior ranks. This program was created to recruit and nurture financial professionals who took an intentional career break for a range of reasons. Through our Women Advisor Strategy, we implemented a wealth planning strategy supported by the recruitment of more women for senior investment advising roles and launched a mentorship program to help retain, grow and develop talent at TD.

Constraints

Self-identification remains an important initiative to understand the representation of our workforce. Our 2021 campaign yielded a 97.4% survey completion rate across Canada. Constraints to reporting on progress include colleagues, specifically new hires, who chose not to complete the Employment Equity Survey despite a robust annual campaign with numerous communications and periodic reminders after campaign launch.

Self-identification is a priority at all stages of our colleague lifecycle. We present opportunities for colleagues to self-identify from when they are first onboarded, and then on an ongoing basis while they are TD colleagues. We believe under-reporting remains a reality and we are reviewing root causes and potential enhancements.

Also, Canadian diversity data does not include colleagues working in Canada who are on payroll system in a jurisdiction outside of Canada or colleagues on Long Term Disability (LTD) which contributes to lower representation results for PWD.

Consultations

Consultations between management and staff took place.

Numerous colleague engagement initiatives and meetings were conducted throughout the year. The following dates are a few examples (detailed below) of numerous employee consultations: April 2021, June 2021, July 2021 and September 2021.

As detailed in the Equity Environment section, each TD segment has its own leadership committee that includes senior leaders. Colleague feedback from these segments, as well

as Area of Focus leadership committees and employee resource groups, is shared with the e-IDLC.

TD consulted with colleagues through different forums including D&I related surveys, meetings with employee resource groups and numerous listening tours to gather feedback. For example:

1. Indigenous Peoples Mentorship Kick-off session with ~40 colleagues from Indigenous communities at TD. The session was hosted in April with the Vice-President Indigenous Banking and consisted of breakout sessions with colleagues. Insights from this session were used to build a successful mentorship program based on colleague feedback.

2. LGBTQ2+ Non-Urban Markets Colleague Experience Listening Sessions were held during June/July 2021. Canadian Personal Banking LGBTQ2+ colleagues based in non-urban markets shared their thoughts with 2 members of the Canadian Personal Banking LGBTQ2+ Committee. Topics discussed included factors impacting their current colleague experience and how TD can better support their colleague experience.

3. Risk Management executives hosted listening sessions with Black colleagues from Risk Management in September 2021. Discussion topics included:

- Increasing Black colleague representation
- Developing and retaining Black talent
- Mentorship and sponsorship
- Cultivating a culture of more candid conversations about Race in the workplace

Key discussion points and recommendations were shared with Risk leaders for consideration in building and evolving Diversity & Inclusion and Talent initiatives within Risk Management.

4. We hosted 23 PWD colleagues listening sessions (Listening Tours) between December 2020 and April 2021. TD colleagues who self-disclosed as having a disability were invited to participate these Listening Tours, and provided insight into how the COVID environment had impacted their experience, and what more TD could do to support persons with disabilities, including external partners that could be beneficial. These sessions were hosted by several leaders across the Bank, including the Chair of the Enterprise People with Disabilities Committee. In total, 270 colleagues participated.

As indicated in the examples above, executive level leaders across different businesses attended and/or led these meetings. TD provides leaders with options for inclusive leadership training to support their learning, and reinforce inclusion in the workplace.

As indicated above, numerous colleague engagement initiatives and meetings were conducted throughout the year. Topics that were brought to the e-IDLC arising from these consultations included:

- Factors impacting diverse colleagues' experience
- How can TD better support diverse colleagues' experience
- How we can build successful mentorship programs for Designated Groups
- Developing and Retaining Talent
- Cultivating a culture of more candid conversations about race in the workplace

Future Strategy

Short-term Employment Equity Initiatives

In the short term, TD will continue to:

- Drive strategies and programs to increase diverse representation
- Promote a comfortable and welcoming environment to self-identify
- Maintain high levels of senior executive engagement and accountability
- Embed diversity and inclusion in all leadership and management training
- Deliver our commitment to double the representation of Black executives by the end of 2022

Long-term Employment Equity Initiatives

In addition to the short-term initiatives described above, we will sustain our leadership in Diversity & Inclusion, high employee engagement, and nurture our culture during times of change as Canada emerges from the pandemic. We will also continue our efforts to make progress against two other D&I Public Commitments published in our annual ESG report:

- Women in 45% of roles titled Vice President and above in Canada, by 2025.
- Increase minority representation at executive levels, achieving 25% Black, Indigenous Peoples and Visible Minorities by 2025, with specific focus on Black and Indigenous representation.