

TD's Approach to Mental Health in the Workplace

At TD, we believe that striving to be the Better Bank for our customers and the communities we serve starts with being the Better Bank for our colleagues. As an employer, we recognize the importance of our role in supporting the mental health and total well-being of our colleagues. We continue to invest in our colleagues' mental health by providing them with a safe, inclusive and supportive work environment, where they can feel a sense of belonging, realize their potential and achieve personal and professional growth. Through our focus on total well-being, we can help our colleagues thrive, contribute to our culture of care and support better business outcomes because when colleagues feel their best, they are more likely to perform their best.¹

Our Approach to Mental Health

TD's approach to mental health is part of our holistic approach to colleague well-being, through which we strive to create better health outcomes for approximately 95,000 colleagues across our global footprint. Our approach is guided by our global well-being framework, which recognizes the diverse nature of our colleagues' needs and aims to support their

total well-being through four interconnected pillars: physically thriving, mentally and emotionally flourishing, financially secure and socially connected. This framework recognizes that well-being is multidimensional and guides our efforts to support the entire well-being of our colleagues so they can thrive and achieve their full potential.

TD's Approach to Well-being

Physically Thriving

Understanding and managing one's health, practising illness prevention and feeling your best at home and at work.

Physically Thriving



Financially Secure



Financially Secure

Having the financial knowledge and resources to manage commitments, meet goals, protect against risks and cope with financial shocks.

Mentally & Emotionally Flourishing



Socially Connected



Mentally & Emotionally Flourishing

The ability to realize your own potential, cope with normal stresses and be productive at home and at work.

Socially Connected

Feeling connected to people and the community as a whole, believing in your own self-worth and usefulness to society.

In keeping with our focus on colleague mental health, our "mentally and emotionally flourishing" pillar (depicted in the graphic on this page) guides our efforts to foster an environment where colleagues can realize their potential, cope with normal stresses and be productive in their personal lives and at work. We recognize that work is only one component of our colleagues' lives, and we strive to provide them with an environment where they can thrive both inside and outside of the workplace.

Through our approach to total well-being, we provide comprehensive programs, policies, resources and supporting services to help our colleagues assess, manage and improve their well-being across each of our four pillars. We continue to review our offerings to help us remain responsive to the needs of our colleagues in a rapidly changing world.

To learn more about TD's approach to well-being and how we are caring for our colleagues, see [page 57](#) of our 2022 ESG Report and [page 13](#) of our 2022 Annual Report.

1. World Health Organization. September 28, 2022. Mental health at work [online]. Available at: <https://www.who.int/news-room/fact-sheets/detail/mental-health-at-work>.



Governance and Management

TD's Human Resources (HR) group is responsible for the day-to-day management of TD's strategies, programs and policies designed to support colleague well-being. We have a dedicated Retirement, Benefits and Well-being team within HR to help us deliver programs, policies and resources that are tailored to the local level and personalized for our colleagues' needs, including resources dedicated to supporting better mental health outcomes.

The Human Resources Committee (HRC) of the Board of Directors is responsible for overseeing and monitoring the Bank's policies and programs in place to support a healthy and safe workplace and business environment for employees, to promote employee well-being and engagement and to support the diversity and inclusion objectives of the Bank. For more information on the HRC, see [page 22](#) of our 2022 ESG Report and [TD's Human Resources Committee Charter](#).

Additionally, TD continues to use the Canadian National Standard for Psychological Safety ("the Standard"), a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work,² as a guidepost for our HR programs and policies. For example, the Standard helped inform the development of our new Psychological Safety course for people managers. We also work with third-party consultants to conduct benchmarking of our well-being strategy. We then use the results of the benchmarking to inform and refine our strategy as appropriate.

Supporting Commitments

TD has several commitments that directly and indirectly support our approach to well-being by enhancing our colleagues' mental and overall health. These commitments include the following:

- **Commitment to a Respectful Workplace:** TD unconditionally prohibits and will not tolerate, ignore or condone harassment, discrimination or violence (including sexual harassment/violence), collectively referred to as "Unacceptable Behaviour." We recognize that Unacceptable Behaviour can negatively impact our colleagues' mental and overall well-being. Our position against this behaviour is outlined in our [Summary of Respectful Workplace Policy](#).
- **Commitment to Equitable Pay:** We know that financial well-being can play an essential part in our colleagues' overall well-being. In keeping with this understanding, TD is committed to providing equitable compensation, supporting the financial well-being of all employees. For more information on our commitment to equitable pay, see [TD's Approach to Total Rewards](#).
- **Commitment to Diversity and Inclusion (D&I):** D&I is and has been a long-standing priority at TD. We remain focused on advancing our culture of inclusion to foster a welcoming, barrier-free environment, which can positively contribute to the mental well-being of our colleagues. For more information on our commitment to D&I, see [Our Commitment to Diversity](#) and [page 53](#) of our 2022 ESG Report.

Every Colleague Has a Role to Play

At TD, we believe every colleague has a role to play in fostering mental health at work, whether working remotely or onsite at a TD location. As such, we aim to provide all colleagues with the resources, support and training they need to help bring TD's culture of care to life.

Colleague to Colleague Support

Through our Well-being Ambassador Program, we empower colleagues to become champions for mental health in the workplace. Our Well-being Ambassadors are comprised of a network of representatives within our businesses across Canada, the US, Europe and Asia who help share well-being resources and tools with fellow colleagues, raise awareness of available programs and services, and serve as a bridge between local colleagues, leadership and TD's Retirement, Benefits and Well-being team. We welcome colleagues across our lines of businesses to become Well-being Ambassadors and provide them with training on well-being topics and available resources so they can better inform and support their colleagues.

People Manager to Colleague Support

We also recognize the importance people managers play in our colleagues' well-being. Through our approach to career progression, people managers can help colleagues realize their full potential by providing them with support and helping them identify opportunities to grow their careers at the Bank. To provide colleagues with ongoing support, we introduced quarterly check-ins for colleagues to discuss their performance and career development goals with their people managers on a regular basis. These quarterly check-ins allow us to support colleagues' mental well-being by providing them with consistent coaching, feedback and support to help them achieve their career aspirations.

To help colleagues grow their careers at the Bank, people managers can help guide colleagues to the tools and opportunities to achieve both personal and professional growth, from short-term assignments to career planning. At TD, career planning provides colleagues with the opportunity to explore, plan, activate and grow their careers and is one way we are working to incorporate mental well-being considerations into career progression. For example, we encourage colleagues to consider not only their career values but also their lifestyle values when building a vision for their career. Our comprehensive approach to career progression reflects TD's commitment to colleague growth and development and is an important component of both our Colleague Promise, which is the promise we make to current and future colleagues about what they will experience while working at TD, and our [Shared Commitments](#). To learn more about our approach to career progression, see [pages 56-59](#) of our 2022 ESG Report.

2. Mental Health Commission of Canada. National Standard [online]. Available at: <https://mentalhealthcommission.ca/national-standard/>



Developing Our Leaders

We believe that our people managers can help further our culture of care from the top down. As such, we strive to develop leaders who promote well-being through programs like Path to Leadership. This 12-month program required for newly promoted and newly hired people managers focuses on helping them learn and lead at TD and strengthen their leadership capabilities so that they feel confident and successful in their roles. We incorporated topics of mental health and psychological safety into the curriculum to help equip people managers with the knowledge and tools required to better support their own well-being as well as their team's. Additionally, we have a module focused on inclusive leadership, which is designed to provide people managers with the knowledge and skills to lead diverse and inclusive teams, foster equity in the workplace and promote an environment with a greater sense of belonging for colleagues. In 2022, over 2,700 new people managers participated in the program.

People managers also have access to a range of training modules and resources to help build mental health awareness, develop stress management and resiliency skills and contribute to a mentally healthy workplace. For example, our Fundamentals for Workplace Mental Health Training includes a course designed specifically for people managers called Leading a Mentally Healthy Workplace. Other courses in our Fundamentals for Workplace Mental Health Training, which are available to all colleagues in Canada, include Mental Health Awareness and Reducing Stigma and Coping Skills, Assisting Others and Getting Support. In addition, our Mental Health for Managers Toolkit provides people managers with tools and resources to help foster an open and transparent work environment, free from stigma.

Embedding Mental Health Throughout the Colleague Life Cycle

We believe in promoting and supporting mental health at all stages of our colleagues' journey with TD, starting from day one. Below are some of the ways we are working to support mental and overall well-being throughout the colleague life cycle:

- During recruitment, we strive to attract top talent with our comprehensive total rewards package, which is designed to support colleagues' and their families' physical, financial and mental well-being. To reflect our focus on supporting colleagues' mental health, our total rewards package highlights time-away-from-work options, flexible work options with regards to both the colleague's working location and schedule (see next section for details), reward and recognition programs, mental health awareness training and more.
- We encourage meaningful conversations on mental health throughout colleagues' time at TD. Recognizing that people managers may be the first to recognize a change in their colleagues' mental well-being, we offer a Manager Conversation Guide to help people managers facilitate conversations with colleagues about their mental health and encourage regular follow-ups to reinforce continued support.

- Our comprehensive disability program includes short- and long-term disability support for a range of illnesses, including mental health illnesses. When a colleague is ready to return to the workplace, our third-party vendor works closely with the colleague, their treating physician and their people manager to build a return-to-work plan. This may include readiness programs as well as accommodations, including modified hours or shifts and/or conversations to address non-medical barriers such as job accountability or home life challenges.

Providing Support Through Programs, Services and Resources

At TD, we provide a range of programs, services and resources to support colleagues' mental well-being – both in times of need and for proactive self-care. Our programs help meet the needs of our colleagues by being accessible at a TD workplace, at their homes and on the go. Some examples include the following:

- Our Employee and Family Assistance Program (EFAP), which offers confidential third-party counselling and referral service to help with a wide range of life events, including mental challenges, family issues, financial issues and more.
- Through our EFAP, CareNow self-guided programs designed to help Canadian colleagues cope in times of stress, anxiety, depression, grief, and more. For example, through stress management-related programs, colleagues can learn stress management techniques such as positive coping strategies and how to apply practical, effective skills to approach stressful situations both inside and outside of the workplace. CareNow also offers a counsellor-assisted program to provide colleagues with an additional level of support.
- Virtual healthcare, providing access to on-demand, 24/7 medical consultations, including support from nurse practitioners to assess immediate mental health problems.
- Our well-being app – the next evolution of our EFAP, providing colleagues in Canada with a consumer-grade user experience, with useful and personalized well-being content and tools. As of 2022, over 9,700 TD colleagues and their dependents have joined the app.
- A well-being resource hub on our intranet to help colleagues learn about the programs and support available to help their well-being, including upcoming well-being events.
- Paid and unpaid time off to help support personal and family well-being, including up to five paid personal days for eligible colleagues. In Canada, this includes up to two paid days off to focus on personal well-being and self-care and up to three paid days off to focus on the health or care of family members, responsibilities related to the education of family members under 18, or urgent matters concerning family.



- Flexible work options, which include, where possible, a compressed or reduced workweek, job shares, transition to or from regular hours when returning from a leave of absence or preparing for retirement and opportunities to work remotely. We strive to provide colleagues with the flexibility to meet the demands of their work and personal lives, supporting their mental and overall well-being.
- Mental health benefits coverage, offering eligible colleagues varying coverage for a range of practitioners, such as psychologists, family therapists and marriage counsellors, registered clinical counsellors and more. This coverage supports the diverse mental health needs of our colleagues, from mental health assessments, diagnoses and treatments to short-term counselling for stressful events.

For more information, see our [Summary of Benefit Programs](#).

Engaging Our Colleagues

At TD, we are committed to enriching the lives of our colleagues and delivering on our Colleague Promise. Measurement of colleague sentiment and feedback is important for the Bank because it helps us have the right support for our colleagues.

In 2022, we continued with our annual TD Pulse survey, including questions about inclusion and well-being, to help us monitor and identify new trends in the colleague experience. Survey results, shared with senior leaders as well as the Human Resources Committee of the Board of Directors, indicated that colleague perception about TD's commitment to their well-being was above those levels experienced prior to the COVID-19 pandemic, reflecting continued advancement on our culture of care.

Additional targets and results from our TD Pulse survey can be found on [page 91](#) of our 2022 ESG Report. These targets and results can also help us uncover insights needed to learn more about colleagues' mental well-being. For example, providing an inclusive place to work can help colleagues feel a sense of belonging and feel comfortable bringing their whole selves to work, both of which can contribute to better mental health.

Raising Awareness

At TD, we know the importance of being open about mental health and how it can help foster an inclusive, accessible environment where all colleagues feel valued, respected and supported. Below are some of the ways we are working to raise awareness and be open about mental health:

- Each year, TD recognizes Mental Health Awareness Month. In May 2022, through our "Building Better Mental Health, Together" campaign, we offered a series of webinars and activities designed to raise awareness on mental health and educate, engage and reinforce TD's commitment to well-being. To encourage open conversations across the Bank, we featured messages from our leaders on our intranet site about what steps they have taken – or will take – to build better mental health for themselves, their families and their colleagues. We also encouraged colleagues to share stories on how they build their own mental health through an enterprise-wide discussion channel.
- TD Central Communities are the virtual spaces we provide for colleagues to connect and collaborate around topics of interest, and to share knowledge, ideas and experiences. Our TD Well-being Community serves as the destination for our Well-being Ambassador Program campaigns, including a dedicated section on mental/emotional well-being, as well as a library of well-being resources for colleagues. Additionally, colleagues can form their own communities to connect with and support their fellow colleagues. For example, our TD Central Community for Persons with Disabilities (PWD)/Individuals with Diverse Abilities (IwDA) provides a support network for parents, caregivers, family members and friends supporting PWD/IwDA, creating a safe space for colleagues to share stories, provide support and resources and empower one another.
- We publish articles through our TD Stories website to help expand the conversation on mental health amongst our customers and the communities we serve. Articles range from [spotlights on our Well-being Ambassadors](#) to [thought leadership on the connection between money and mental health](#) to [leader Q&As on how businesses can promote the mental wellness of their employees](#).

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