

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 excel, 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: (1) physically thriving, (2) mentally and emotionally flourishing, (3) financially secure and (4) 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 succeed and achieve their full potential.

TD's Approach to Well-being

Physically Thriving

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

Physically Thriving



Mentally & Emotionally Flourishing



Mentally & Emotionally Flourishing

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

Financially Secure



Socially Connected



Financially Secure

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

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 typical 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 periodically 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 38 of our [2024 Sustainability Report](#) and page 13 of our [2024 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>.

TD's Approach to Mental Health in the Workplace (continued)

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 Recognition, Retirement, Benefits and Well-being team within HR dedicated to helping TD 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, equity and inclusion objectives of the Bank. For more information on the HRC, [TD's Human Resources Committee Charter](#).

Additionally, TD continues to use the Canadian National Standard for Psychological Safety (the "Standard") as a guidepost for our HR programs and policies. The Standard is a set of voluntary guidelines, tools and resources intended to guide organizations in promoting mental health and preventing psychological harm at work.² For example, the Standard helped inform the development of our 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," as outlined in our enterprise Respectful Workplace Policy. We recognize that Unacceptable Behaviour can negatively impact mental and overall well-being. Our position in support of a safe and respectful work environment for our colleagues, directors and third-party workers globally 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 colleagues. For more information on our commitment to equitable pay, see [TD's Approach to Equitable Pay](#).

- **Building Diverse and Empowered High-Performing Teams:** TD strives to have the best talent to serve our customers, clients and communities. Our talent development and recruitment activities support our ability to build a highly engaged and competitive workforce from across the communities where we live and work. To build a diverse, empowered, high-performing organization, leaders at the Bank are expected to nurture an inclusive organization, where all colleagues belong, are supported, and have the full opportunity to thrive and contribute to TD's success.

Every Colleague Has a Role to Play

At TD, we believe every colleague has a role to play in fostering positive 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 U.S., 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 Recognition, Retirement, Benefits and Well-being team. We welcome colleagues across our lines of business 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 important role that people managers play in our colleagues' well-being. Through our approach to career planning and development, people managers can help colleagues realize their full potential by providing them with support to identify opportunities to grow their careers at the Bank. To provide colleagues with ongoing support, we leverage our quarterly check-in process for colleagues to discuss their performance and career development plans 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 help guide colleagues to the available tools and opportunities to help them achieve both personal and professional growth, from short-term assignments to new career opportunities. 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

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



TD's Approach to Mental Health in the Workplace (continued)

planning and development. 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 planning 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 planning and development, see page 36 of our [2024 Sustainability Report](#).

Developing Our Leaders

We believe that our people managers can help further our culture of care. We reinforce the importance of promoting well-being through programs like Path to Leadership. This 12-month program, required for people managers who are newly promoted and new to the Bank, focuses on helping people managers learn and lead at TD and strengthen their leadership capabilities so that they feel confident in their roles and can effectively support their teams. 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 2023, 2,752 newly promoted and newly hired 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 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: 1. Mental Health Awareness and Reducing Stigma as well as 2. Coping Skills, 3. Assisting Others and 4. Getting Support. In 2024, over 3,400 colleagues, including over 500 people managers, completed the program. 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. This includes a newly developed 'Reset and Re-energize Guide' for People Managers with well-being tips for managers to help colleagues feel motivated, energized and appreciated.

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 topics 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. To help navigate the support available through TD, in 2023, we created a new infographic called "Finding the Right Mental Health Solution for You" for colleagues in Canada and the U.S. Some examples of our programs, services and resources to support colleagues' mental well-being 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 health challenges, family issues, financial issues and more. Our EFAP is available to all colleagues and their immediate families globally, as well as short-term contract colleagues. Throughout 2024, we amplified communications on EFAP services to raise awareness, including specialized webinars, a new EFAP page on our Well-being Community on TD Central and incorporating EFAP content in newsletters and Well-being Ambassador materials.
- Offered through our EFAP, CareNow self-guided programs, which are designed to help Canadian colleagues manage



TD's Approach to Mental Health in the Workplace (continued)

in times of stress, anxiety, depression, grief and more. For example, through stress management-related programs, colleagues can learn 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.
- In Canada, our well-being app – the next evolution of our EFAP, providing colleagues with a consumer-grade user experience, with useful and personalized well-being content and tools. As of October 2024, over 21,400 TD colleagues and their dependents have joined the app. In the United States, we launched our well-being app, powered by Virgin Pulse, in May 2023. The app provides an interactive and personalized experience to support colleagues' physical, mental/emotional, social and financial well-being. As of November 2023, over 5,800 colleagues have engaged in the app. In May of 2024, the U.S. launched meQuilibrium, a digital proactive stress management and personalized resiliency-building tool, to further support colleague mental well-being. The focus in 2024 and beyond is to increase awareness, enrollment and engagement on meQuilibrium.
- A well-being resource hub on our intranet to help colleagues learn about the programs and support available to help their well-being. For example, we offer monthly virtual yoga sessions to all colleagues globally, which aims to support colleagues' mental and physical well-being through benefits like deep relaxation, improved sleep and digestion and faster muscle recovery.
- Paid and unpaid time off to help support personal and family well-being. In Canada, this includes up to two paid days off for personal reasons, including religious or cultural holidays or personal or family well-being 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. In the U.S., this includes seven days of flex paid time off annually, which can be used for any reason.
- 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 providing them with opportunities to grow their careers, be part of a caring work environment and make an impact at work and in their communities – that's our Colleague Promise. One way we deliver on this commitment is by prioritizing listening to colleagues and measuring colleague sentiment and feedback. Taking the time to listen and act on colleague feedback helps build trust, support and psychological safety for colleagues. When colleagues feel their voice matters, they are more likely to be engaged and empowered to make an impact. To learn more about our Colleague Promise, see page 34 of our [2024 Sustainability Report](#).

In 2024, we continued with our annual TD Pulse survey, which included questions about inclusion and well-being, to help us monitor and identify new trends and opportunities to advance the colleague experience. Survey results that were shared with senior leaders, as well as the Human Resources Committee of the Board of Directors, indicated that colleagues feel included, respected, and positive about themselves at work, reflecting sustained commitment to our Colleague Promise and our culture of care.

Additional targets and results from our TD Pulse survey can be found on page 39 of our [2024 Sustainability 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 authentic 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 can contribute and 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 2024, through our "Power of Belonging" campaign, we provided tips, hosted webinars and shared colleague stories to help educate, engage and reinforce TD's commitment to well-being. We also encouraged colleagues to share how they find connection at TD or at home by posting a picture and/or testimonial on our internal social media channels.



TD's Approach to Mental Health in the Workplace (continued)

- We encourage colleagues to lead and contribute to mental health initiatives in the workplace. For example, as part of our 2024 Mental Health Awareness Month campaign, our colleague-led People with Disabilities Committee hosted a mental health TD colleague panel discussion available to all colleagues where attendees shared their mental health journeys and how they cope on a personal and professional level.
- 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. As of October 2024, the community had over 5,600 subscribers. TD also brought its Canadian and American Disability Central communities under one group and banner to provide a collaborative and interactive resource hub for information, updates, news, events, colleague blogs and inclusive leader messaging. This Disability Inclusion community has almost 3,000 members, spanning geography, Lines of Business, job level, and types of disability. Additionally, colleagues can form their own communities to connect with and support their fellow colleagues. For example, the Disability Inclusion at TD community provides additional support networks for parents, caregivers, family members and friends supporting people with disabilities, creating a safe space for colleagues to share stories, provide support and resources and empower one another.
- We publish articles to help expand the conversation on mental health among our colleagues, customers and communities:
 - On our TD Stories websites in Canada and the U.S., we publish articles to raise awareness on mental health, ranging from spotlights on our Well-being Ambassadors to leader Q&As on how businesses can promote the mental wellness of their employees. We also publish first-person accounts about colleagues' mental health journeys. For example, in honour of Mental Health Awareness Month in 2024, we featured a colleague who shared his story on how community helped him navigate his mental health journey. We also shared the stories of how two colleagues manage their mental health in the workplace in the hope that they may inspire change and help others to be more open about this important topic.
 - These stories are shared across our Canadian and U.S. social media and internal communication channels to help further educate, raise awareness and reduce stigma around mental health. Additionally, to expand our support, we publish articles that are available to the public, to help raise awareness of mental health among our customers and communities. For example, TD commissioned Dr. Nasreen Khatri, an award-winning registered clinical psychologist, gerontologist and neuroscientist, to develop informative thought leadership on the connection between money and mental health for single women.
 - On our external career pages, we leverage colleague storytelling to help foster deeper inclusion at TD. For example, our career page for people with disabilities features stories from colleagues across varying levels of the Bank, including one colleague's journey living and excelling with anxiety.
- In September 2024, TD led our second North American movement challenge in support of colleagues' physical, mental and social well-being. Approximately 4,000 colleagues in Canada and the United States took nearly six hundred million steps in their local communities, collectively, and travelled the equivalent of 450,000 kilometres over the course of the month.

Expanding Our Support into Our Communities

At TD, we're working to build better mental health in the workplace and beyond. In addition to our efforts to support the mental well-being of our colleagues, we support mental health initiatives across the communities we serve through the TD Ready Commitment, our Corporate Citizenship platform. The TD Ready Commitment aims to help support underserved communities by driving progress towards four areas that we call the Interconnected Drivers of Change: Financial Security, Vibrant Planet, Connected Communities and Better Health. Through our Better Health driver, we continue to support mental health initiatives, such as the following examples featured in our 2022 and 2023 TD Ready Commitment Reports, respectively:

- In 2022, we supported the Nemours Children's Health Integrated Behavioral Health Initiative, which addresses fragmentation in health-care delivery and barriers to access for adolescents in Florida and Delaware. Nemours hired a PhD Psychologist and program director, Practice Manager, Mental Health Counsellor, Licensed Family Counsellor and four Licensed Clinical Social Workers, providing mental health screenings and therapeutic services alongside primary care providers. This initiative also takes a broader look at the social determinants of behavioural health and drives collaboration among primary care providers, mental health providers and families to bring behavioural health services directly to adolescent patients residing in Nemours' care.
- In 2023, we supported Atlantic Wellness Diversity Circle of Care, which seeks to provide free mental health services to 2SLGBTQ+ youth (ages 12–21) in New Brunswick. Services offered as part of this program include individual therapy in-person or via telehealth, a same-day mental health clinic, group therapy, parent support, wrap-around support, and outreach therapy. The program focuses on reaching underserved populations such as homeless and at-risk youth, and those with transportation barriers in rural areas.

To learn more about how we are supporting better health in our communities, see our [Q4 Ready Commitment Newsletter](#) and [2023 TD and Indigenous Communities in Canada Report](#).

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