



 **FIRST HORIZON.**

ELEVATING EQUITY





A Forward by Dr. Anthony C. Hood

The past few years have been noteworthy for Diversity, Equity and Inclusion (DEI) at First Horizon. After nearly 12 months of intense research and observation, we developed a 360-degree strategy for integrating DEI throughout the entire enterprise, culminating in one centering principal: First Horizon is on a mission to *Elevate Equity*.

The Office of DEI, in concert with the Executive Management Committee and the board of directors, developed ten commitments to *Elevate Equity* that outline specific objectives and a roadmap to advance DEI within our workforce, workplace, marketplace and community.

This is not merely a visual signifier for orienting ourselves around this work; we truly approach every new challenge, program, or idea through the following question: How does this drive progress for our ten commitments? This renewed focus has been a game-changer for DEI at First Horizon, and we are excited to share how we have taken *Elevating Equity* to new heights.

Key accomplishments:

- Established the ELEVATE Executive Sponsorship Program
- Expanded emphasis on internal and external storytelling
- Ongoing reporting for executives to visualize current and past representation of their workforce, and how it compares to benchmarking data
- Created a talent pipeline tool to proactively recruit and retain top talent
- Implemented a recruitment guide for hiring leaders to address unconscious bias, and to promote diverse interview panels and talent sourcing
- Heightened associate awareness and participation through ARGs, the DEI Council and social media spotlights

This work would not be possible without the guidance, resources and support of our executives and senior leaders. Everyone owns a piece of *Elevating Equity* at First Horizon and, while our work is never done, we are excited about progress we've made.

Sincerely,



Dr. Anthony C. Hood

Executive Vice President
Chief DEI Officer

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About this Report

The 2023 *Elevating Equity* report covers our commitments, activities and programs regarding diversity, equity and inclusion up to 2Q23. It is intended to provide a high-level overview with selected examples; it is not a comprehensive description, or a comprehensive financial presentation or legal summary of those programs and involvements. The company, at its discretion, may update the information in the report.



A Note from Our Chairman, President and CEO, D. Bryan Jordan

As a Memphian and leader of a company headquartered there, I am often reminded of iconic leaders like Dr. Martin Luther King, Jr. who dedicated his life to a courageous fight for equality. He fought for affordable housing, fair wages and safe and equitable education for all children. He spoke on behalf of minorities and the poor.

Many years have passed since his untimely death in 1968 and, although much has changed and progress has been made, there is more to do and we have a responsibility to play our part in strengthening the fabric of the communities in which we live and work. Embedded in our core operating principles is our company's commitment to diversity, equity and inclusion – both within our organization and in the communities we serve.

Over the last few years, we have made measurable progress throughout our organization with the expansion of diverse leadership, creation of new Associate Resource Groups and use of metrics to assist key leaders in developing strategic DEI plans and measuring progress against established objectives. In May 2022, I also signed the CEO Action for Diversity and Inclusion Pledge, the largest CEO-led effort to commit to diversity and inclusion in the workplace, reinforcing our passion for, and commitment to, continuous improvement.

Equally important, though more difficult to measure, is our focus on embracing diverse opinions, backgrounds and skill sets. Throughout our organization is a conscious effort to make every associate feel heard, valued and appreciated. In our communities, we continue to take the lead in supporting organizations, projects and initiatives that promote equity, embrace differences and foster positive change, and we encourage our associates to do the same. Through strategic partnerships, we look for opportunities to make a difference today, but also create more unified, vibrant communities for the future.

Our focus now, and for the future, is not unlike that of Dr. King. We understand the value of a diverse workforce, client base and partnerships. We continue to look for ways to help improve access to financial literacy and resources, education and healthcare for all.

I am incredibly proud of our relentless effort to make the world a better place, starting with our own company, and look forward to our continued growth.



Sincerely,

A handwritten signature in black ink, appearing to read "D. Bryan Jordan".

D. Bryan Jordan
Chairman, President
and CEO

Timeline

of Diversity, Equity and Inclusion at First Horizon

1999	Women's Initiative launches in Memphis as the Company's first Associate Resource Group (ARG)
2005	Diversity Banking Group created
2008	Diversity Council formed
2009	Diversity and Inclusion role established
2010	Emerging Leaders Program established, Driven Networking Association ARG (formerly Diversity Networking Association) formed
2011	Formal Mentoring Program established, Management Development Program launched
2013	Alliance and Allies ARG formed
2015	Women's Initiative ARG Knoxville chapter formed, Women's Initiative Chattanooga chapter formed
2016	Diversity Council renamed to Diversity and Inclusion Council, Women and Wealth Program established, Internship Program launched
2017	Key diverse and executive hires made, Military Community ARG formed (formerly the Veteran Support Association), Women's Initiative ARG Houston chapter formed
2018	Strategic Hire Program launched, first Chief Diversity Officer hired, Mentorship Program launched
2019	Multicultural Council established, Women's Unlimited Program launched
2020	Dr. Anthony C. Hood hired as Chief DEI Officer, Women's Initiative ARG Community North Carolina chapter formed
2021	Diversity and Inclusion Council renamed to the Diversity, Equity, and Inclusion Council, Black Inclusion Guild (BIG), Hispanic Outreach and Latino Alliance (¡HOLA!) and Eco Champions ARGs formed
2022	<i>Elevating Equity</i> Campaign and Initiatives launched, Asia-Pacific WAVE, Create & Inspire, Neurological Diversity Awareness ARGs and Louisiana and South Florida chapters of Women's Initiative ARG formed, D. Bryan Jordan signed the CEO Action Pledge for Diversity and Inclusion
2023	Women's Initiative ARG North Carolina and South Carolina chapter formed



FIRST
HORIZ

OUR PURPOSE: At First Horizon Bank, we help our clients unlock their full potential with capital and counsel.



Our Values

- **Put Clients First**

Go above and beyond to listen, understand and solve the client's needs. Follow through and exceed expectations every step of the way.

- **Care About People**

Treat others with respect and dignity. Foster a culture of collaboration. Demonstrate kindness and empathy for all.

- **Commit to Excellence in Everything We Do**

As teammates and individuals, we must own every moment. We listen, understand and deliver.

- **Elevate Equity**

Place equity at the center of our diversity and inclusion efforts. Create accountability and ensure accessibility and opportunity for all.

- **Foster Team Success**

Measure wins in terms of "we" not "me." Take pride in Company and success. Be invested in a shared vision for future growth.



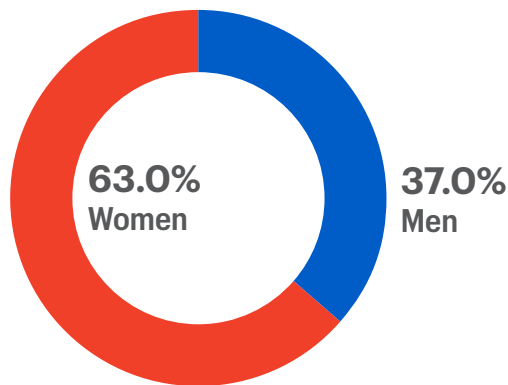
Our People

First Horizon's Demographic Landscape

As of 2Q23 (June 30, 2023)

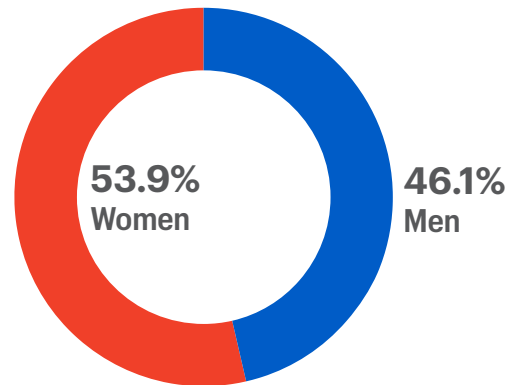
At First Horizon, we are proud to be a leading financial services institution in the representation of women in our workforce¹. As of June 30, 2023, women accounted for 63.0% of our entire organization, while representing 53.9% of management positions.

Gender Representation as of June 30, 2023



Total Associates

7,408



Total Managers

1,171

¹ Statista. *Gender Diversity at the Largest U.S. Banks, 2022.*

² 2Q23



7,408

Overall Associates²



1,171

Overall Managers³



45.7

Average Age of FHN Workforce³



9.24

Average Years of Service²

Representation of Associates with Disabilities and Military Service (2Q23)



3.0%

Associates with Disabilities

222

Since 2Q21, there has been a 98.2% increase in the number of First Horizon associates who identify as having a disability.



1.8%

Associates with Military Service

130

Racial Representation | Entire FHN Workforce and Management Positions

As of June 30, 2023, people of color represented 32% of our organization. First Horizon is a leading financial services institution when it comes to the representation of Black associates in the entire workforce¹.

Race and Gender	FHN Workforce	FHN Management
All Women	63.0%	54.0%
White Women	38.4%	39.0%
Black Women	16.0%	9.1%
Hispanic or Latino Women	6.2%	4.3%
Additional Women of Color ²	2.4%	1.6%
All Men	37.0%	46.0%
White Men	28.2%	37.8%
Black Men	3.8%	3.7%
Hispanic or Latino Men	3.1%	2.9%
Additional Men of Color	1.9%	1.6%
All Associates of Color	33.4%	23.2%

¹ Statista. *Racial Diversity at the Largest U.S. Banks, 2022.*

² Includes associates whose roles are tied to the EEO-1 category of First/Mid-Level Managers



Established New Reporting with Insights

As part of our commitment to providing evidence-based and data-driven insights, we have been able to provide our leaders with new reporting that pinpoints areas of opportunity and progress within their respective lines of business. We have also offered insights on how to approach these opportunity areas in order to reduce and eliminate disparities where they exist in our organization.



Our Progress

We remain accountable to our commitments for a more diverse, equitable and inclusive organization, with specific and intentional goals organized by our strategic pillar framework. We will monitor progress toward our commitments via eight key progress indicators.

People

Understanding and analyzing the current and historical demographic landscape of our Company with a focus on representation, promotions and terminations

Pipeline

Tracking recruitment of talent from diverse backgrounds and underrepresented communities to promote diverse candidate slates, interview panels and talent sourcing

Performance

Monitoring the equity of performance reviews, performance management and quarterly check-in completion rates across the organization

Pay

Monitoring pay equity and perceptions of total compensation

Pulse

Contextualizing data from the Associate Value Survey (AVS) alongside other key demographic data

Portfolio

Monitoring the diversity of our client base by utilizing available demographic data related to acceptances and denials of consumer accounts and lines of credit

Procurement

Establishing a measurement of our supplier diversity while developing mechanisms for ongoing reporting and analysis in partnership with the Procurement team

Philanthropy

Monitoring the diversity of grants distributed via the FHN Foundations and Community Reinvestment Act (CRA) activity



Executive Management Committee



D. Bryan Jordan
Chairman, President and CEO



Terry Akins
Chief Risk Officer



Beth Ardoin
Chief Communications Officer



Hope Dmuchowski
Chief Financial Officer



Tanya Hart
Chief Human Resources Officer



Tammy LoCascio
Chief Operating Officer



David Popwell
President, Specialty Banking



Erin Pryor
Chief Marketing Officer



Anthony Restel
President, Regional Banking



Mohan Sankararaman
Chief Information Officer



Susan Springfield
Chief Credit Officer



Vernon Stafford Jr.
Chief Audit Executive



Charles T. Tuggle Jr.
General Counsel

Office of DEI



Dr. Anthony C. Hood
EVP | Chief DEI Officer

Dr. Anthony C. Hood serves as Executive Vice President and Chief DEI Officer. He provides tactical leadership and executive oversight for the Company's enterprise-wide DEI strategy. Dr. Hood also serves on the Company's Operating and Extended Operating Committee.



Cody A. Jackson
Data Analytics and Insights Consultant

Cody A. Jackson serves as Data Analytics and Insights Consultant. He provides data-driven insights and evidence-based best practices to the Office of DEI, executive leadership and DEI partners to drive decision-making and elevate equity across the Company. Cody is a doctoral student at Texas Christian University, where his research focuses on the intersections of disability, illness and sexuality.



Jabiana Bolden
Senior Equity Consultant

Jabiana Bolden serves as Senior Equity Consultant, charged with executing the DEI strategy into actionable programs and talent initiatives. Jabiana joined the Company in 2019 and has served in various capacities within Human Resources, both as an HR Manager and a Talent Acquisition partner. A native Memphian, she holds an MBA and SHRM-CP certification and has an extensive background in field management.



Courtney Potts
Equity Consultant

Courtney Potts serves as Equity Consultant, leading the community and marketplace strategies, in addition to supporting inclusive branding, communications, and procurement. In 2015, Courtney founded Women's Initiative Knoxville ARG and chaired the group until 2018. She was also one of the leading members of Knoxville's Women and Wealth program, where she oversaw communications and strategy.

DEI Council

Comprised of associates and leaders representing a wide range of business lines, organizational levels and backgrounds, the DEI Council's purpose is to discuss the Company's current strategic plan for emphasizing principles of elevating equity throughout our organization. The Council is led by executive sponsors who serve as strategic leadership and thought partners, providing expertise, institutional knowledge and social capital to guide our work.



Members of the DEI Council with **Bryan Jordan**, Chairman, President and CEO. Not included in the photo are members of the DEI Council who attended and participated virtually.

Executive Sponsors



Terry Akins
Chief Risk Officer



Tammy LoCascio
Chief Operating Officer

Members of the DEI Council

Heather Andre
Ali Ayca
Jeff Billingsley
Anna Boarman
Dr. Mario Brown
Stanton Brown
Michaelle Carnaggio
Emily Chavis
Justin Cook
Debra Crowe
Uylonda Cunningham
Charly Dena
Daniel Dent
Jennifer Esler
Miriam Fleischer
Tiffany Futch
Stacy Goldstein
Michael Graves

Pamela Guinn
Amy Hamrick
Katey Henriksen-Gardner
Kristi King
Kevin Kousha
Keva Latham
Kim Ledet
Mandy Long
Karen Malone-Sanders
Yvan Manzi
Dr. Layne McDonald
Jeffrey McGuire
Amy Moffitt
Alex Morton
Gary Moses
Ana Ordonez
Desiree Palma
Michele Parrott

Strat Parrott
Stacian Passelle
Chantel Pitts
James Ranson
Caitlin Rech
Brandon Sinegal
Ron Smith
Gaby Socorro
Karen Stuck
Beth Trotter
Rachel Tutor
Lockie Wade
Regina Waller
Amanda West
Michael Woody
Brittni Wright

Elevating Equity Starts at the Top NCRM's Corporate Equity Center

Established in 2022 by the National Civil Rights Museum (NCRM), the goal of the C-Suite Initiative is to increase representation of Black executives in senior leadership and C-suite positions across industries. In partnership with the NCRM's Corporate Equity Center, top executives are engaged in a curriculum designed to heighten awareness of racial inequities and build strategic and culturally relevant leadership on eradicating racism in corporate America. The experience begins with a specially curated tour of the museum that sets the path for the enlightening presentations, deep discussions and take-aways for designing measurable solutions.

Left to Right: **Dr. Anthony C. Hood** (Chief DEI Officer), **Anthony Restel** (Regional Banking President), **Tammy LoCascio** (Chief Operating Officer), **Terry Akins** (Chief Risk Officer), **Vernon Stafford** (Chief Audit Executive), **Beth Ardoin** (Chief Communications Officer), **Yousef Valine** (Merger Executive), **Susan Springfield** (Chief Credit Officer), **Tanya Hart** (Chief Human Resources Officer) and **Bryan Jordan** (Chairman, President and CEO)



“The First Horizon leadership team was honored to be one of the first executive groups to officially participate in the National Civil Rights Museum's Corporate Equity Center leadership program. Through this experience, our team gained additional information and tools that can be used to address inequities within talent management processes and continue to build a diverse team at every level in our organization.

D. Bryan Jordan

Chairman, President and CEO



Elevating Equity Pillars and Commitments

Marketplace

First Horizon is committed to growing our business by meeting the diverse needs of all our clients. We are committed to assisting our clients in attaining greater economic self-reliance by helping them select the best products and services to meet their financial needs. We are dedicated to serving our communities by expanding our supplier base and modeling superior corporate citizenship.

Community

First Horizon is committed to serving clients, businesses and communities in all geographic markets where we have a presence. As a company and as individuals, we share the hopes of our neighbors for a better place to live and work.

Workplace

First Horizon recognizes that the success of diversity and inclusion hinges on the way it is embedded into the fabric of our culture. Our ultimate goal is to lead the way in searching for and providing professional and personal growth opportunities to our associates, clients and partners.

Workforce

First Horizon is committed to continuous improvement in creating and sustaining a diverse and inclusive workforce. We are dedicated to the goal of meaningful diversity and inclusion at every level of the organization, particularly at our four highest levels of leadership.



OUR COMMITMENTS TO

ELEVATING EQUITY

- 1 Expand Access to Capital
- 2 Foster Inclusive Branding and Marketing Spending
- 3 Promote Inclusive Procurement
- 4 Apply DEI Framework to Community Giving Investments
- 5 Broaden Outreach and Engagement with Professionals of Color
- 6 Encourage Diverse Candidate Slates and Interview Panels
- 7 Expand Pathways to Leadership
- 8 Create a More Equitable Associate Experience
- 9 Identify Accelerators of Promotion and Retention
- 10 Evaluate Human Resources Policies and Procedures

1 Expand Access to Capital

We will advance products, programs and services that demonstrably expand access to capital for clients from historically disadvantaged communities.

First Horizon remains committed to expanding access to financial resources in the markets we serve to strengthen community, economic and small business development. Our commitment includes mortgage and small business lending, community development lending and investments, philanthropy and spending with minority-owned suppliers and marketing firms. It also includes innovative methods to increase the convenience and physical access to financial services in low- to moderate-income communities.

Grant Program

To address the disparity and incorporate community feedback, First Horizon Bank developed a unique Down Payment Assistance (DPA) program in 2017. This program helps CRA-defined low-moderate income homebuyers with down payment and closing costs. The program is comprised of three individual products (The Homebuyer Grant, The First Responder Grant, The Diversity Grant), with each going above and, in some cases, outside of the standard CRA programs available in the market today.

CRA Programs

In addition to the industry standard CRA program, to further address the needs of our communities, First Horizon enhanced the standard Home Ready and Home Possible products, as well as developed the Home Start product. These mortgage products are exclusive to First Horizon.



Expanding access to banking services is crucial to the economic and social fabric of our communities.



Anthony Restel
President, Regional Banking



Operation HOPE

First Horizon is proud of our longstanding partnership with Operation HOPE. We realize that financial literacy is a key to creating equity, so we've worked with Operation HOPE since 2015 to provide free credit and money management workshops for both individuals and small business owners.

Increased Accessibility

First Horizon provides clients with two alternative print statement options: braille and large print. The options are an important step for our visually impaired clients and fortify inclusivity within the First Horizon brand.

First Horizon was the first bank in the U.S. to be Certified Sensory Inclusive by KultureCity. The partnership educated and trained associates at all eight Birmingham Banking Centers to recognize guests with sensory needs and how to handle a sensory overload situation.

Women and Wealth

Women are a powerful economic influence in the workforce and at home, yet they often don't feel like the financial industry understands them and their needs. The Women and Wealth program has been helping the Company learn how to better serve and support our female clients, associates and community partners since 2018.



OPERATION HOPE

Operation HOPE Stats from 2021 and 2022



14,058

Total Clients Served



96,658

Total Financial Empowerment Services Provided



65%

Women



51%

Black or Hispanic/Latino



82%

Low to Moderate Income



First Horizon is proud to support organizations that offer both educational and enrichment opportunities for the communities we serve.



David Popwell

President, Specialty Banking



2 Foster Inclusive Branding and Marketing Spending

We will partner with Marketing and other communications stakeholders to build a more inclusive brand and diversify our marketing spend.

In 2022, the Office of DEI partnered with Marketing to develop a holistic strategy to distinguish First Horizon as a leading inclusive brand and increase visibility of the Company’s DEI efforts. The strategy includes creating a more robust online presence, thought leadership in the media, leveraging social media and a corporate diversity statement that more accurately reflects *Elevating Equity* as the Company’s guiding principle.

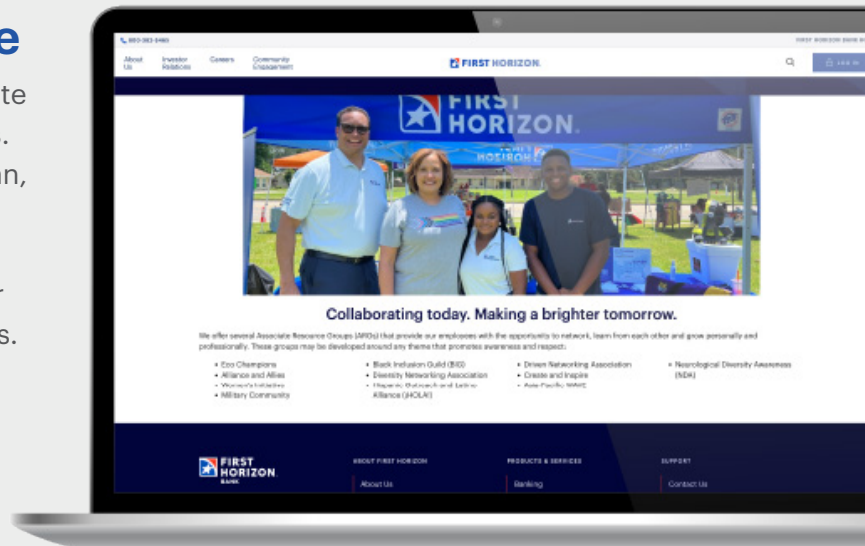
Thought Leadership in the Media

Dr. Anthony C. Hood has been actively providing thought leadership through several media channels, professional conferences and community events, to expand the public-facing reach of our work and our Company’s efforts surrounding diversity, equity and inclusion.



More Robust Online Presence

The DEI-focused web page on First Horizon's website reflects our Company's DEI programs and progress. Visitors will find latest news, including our Chairman, President and CEO, Bryan Jordan's signing of the CEO Action Pledge for Diversity and Inclusion. Plus, the page features updated information on our awards and recognitions, the DEI Council and ARGs.



Leveraging Social Media

In 2022, the DEI team actively worked to expand social media efforts to recognize associates, clients and community organizations throughout our footprint, including Black Business Month, Women's History Month and National Hispanic Heritage Month.

First Horizon believes in equity for all, and it is important to share this message with our clients, communities and associates.



Erin Pryor
Chief Marketing Officer

3 Promote Inclusive Procurement

We will encourage contracts awarded to minority-owned businesses, women-owned businesses and other disadvantaged business enterprises (MWDBE).

The Office of DEI has worked to analyze data provided by the Procurement Team related to the diversity of our suppliers and vendors. First Horizon completed a five-year Community Investment Goal by devoting 3-6% of its procurement spending to diverse or MWDBE vendors. First Horizon utilizes a third-party vendor (SupplierIO) to analyze spend data across the enterprise and reports on a quarterly basis. Partnerships with organizations such as the Mid-South Minority Business Council (MMBC) Continuum and Nashville’s Small and Diverse Business Forum have been critical components to the Company’s diverse spending and supplier commitment.

Areas of opportunity include expanded tracking to certifications such as LGBTQ-owned companies, expanded solicitation of Tier-2 data from existing vendors, proactive solicitation of diverse vendors and embedding diverse vendor efforts throughout the procurement life-cycle.



MMBC Continuum

For a number of years, First Horizon Bank has proudly supported the Mid-South Minority Business Council (MMBC) Continuum and their annual Economic Development Forum. Our partnership with MMBC runs deep, Chief Operating Officer, Tammy LoCascio, serves on their Board of Directors.



Small and Diverse Business Forum

First Horizon has helped to support diverse small businesses in Nashville through a continued partnership with the Governor’s Office of Diversity Business Enterprise in addition to an annual sponsorship of the Nashville Area Chamber of Commerce’s Small and Diverse Business Forum.

The forum provides educational sessions on how small business owners can raise capital for their businesses as well as opportunities for business owners to network with procurement professionals representing a range of corporate organizations.



While it is important to partner with companies who are the best at what they do, it is also gratifying when those companies bring a unique perspective to the table as a diverse vendor. The combination elevates our experience and perspective as a leader in our community.



Hope Dmuchowski
Chief Financial Officer



4 Apply DEI Framework to Community Giving

We will apply a comprehensive DEI lens to our Company's community investment strategies in the communities we serve.

Understanding and analyzing the impact of our Company's philanthropic activity is essential in our efforts to amplify the work our associates and leaders do on a day-to-day basis throughout our footprint.

Since January 2021, the First Horizon Foundation and Louisiana First Horizon Foundation have invested more than 11 million dollars in grants and donations to more than 830 organizations doing vital work throughout the communities we serve and whose missions align with our core value of *Elevating Equity*.



\$11,048,393

Estimated amount granted to organizations that share an intentional commitment to *Elevating Equity* in the communities we serve



830+

Number of community organizations supported through grants provided by First Horizon Foundations



32,529

Associate volunteer hours since October 2020.

First Horizon Foundations

Supporting organizations and non-profits that elevate equity in the communities we serve is at the heart of who we are.



Whether it's through philanthropic investments, volunteerism or assisting our clients with their financial needs, First Horizon is at heart a service-based organization. We are here to serve our clients and it is a privilege to do our part in our communities.



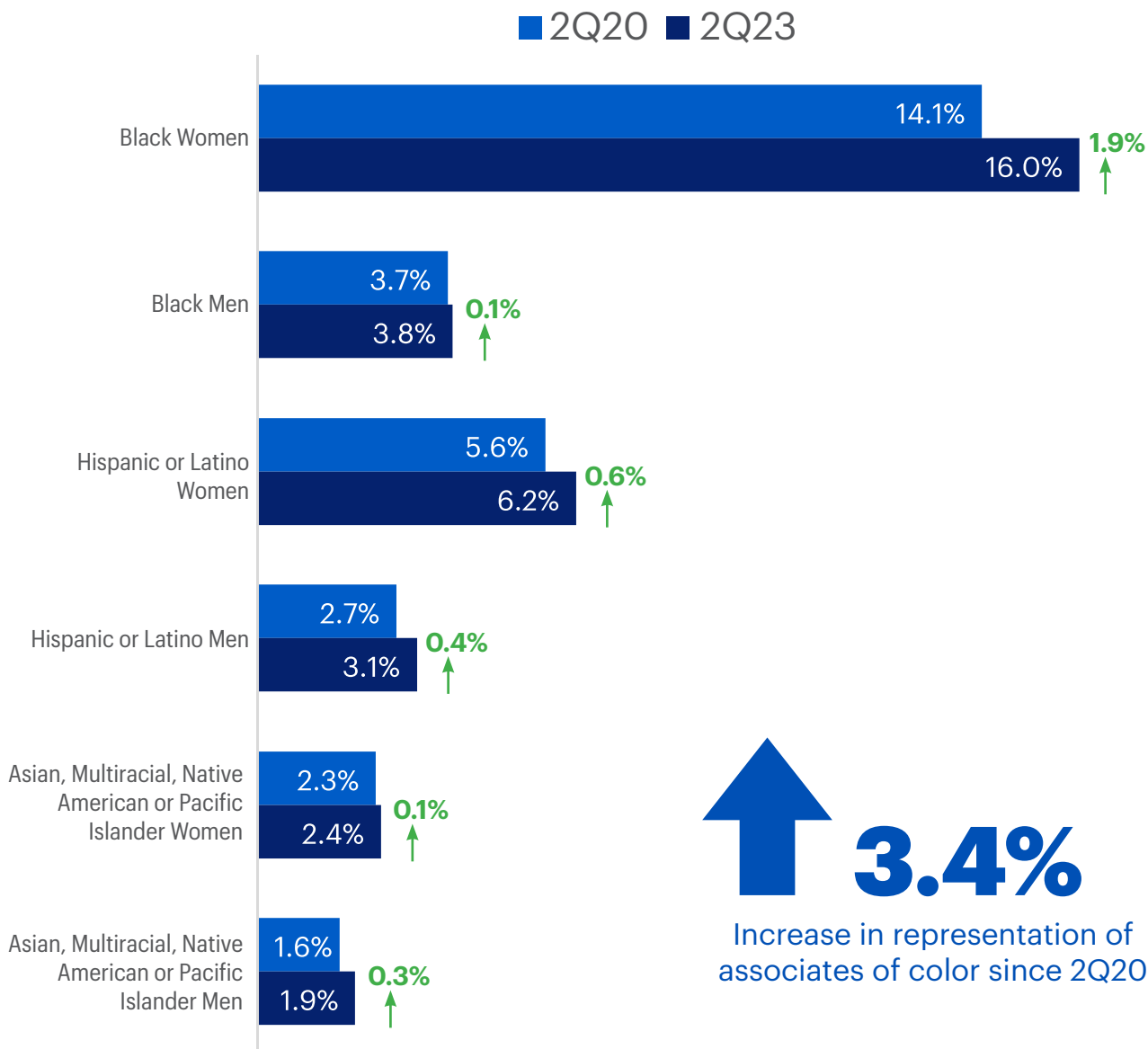
Beth Ardoin
Chief Communications Officer

5 Broaden Outreach and Engagement with Professionals of Color

We will enhance our talent funnel and broaden our outreach and engagement of professionals of color at all levels of the Company.

Through our data-driven and evidence-based approach, we have identified clear opportunities for increasing representation of professionals of color across the organization, particularly in leadership positions. We partnered with First Horizon's Talent Acquisition Team to provide guidance on how to locate diverse talent pools and placed an increased emphasis on immersing ourselves into the diverse communities we serve.

Representation of Professionals of Color at First Horizon





National Black MBA Conference - Atlanta, GA

Gary Moses, Brandon Sinegal and Jabiana Bolden attended the National Black MBA Association's Annual Conference and Expo. At the event, they focused on representing First Horizon to highly qualified Black professionals and potential candidates.



Juneteenth Job Fair - Acadiana, LA

The Juneteenth Job Fair was hosted by Acadiana Workforce Solutions, a consortium of eight local parishes that join together to expand workforce development within the region. Members of First Horizon's Lafayette and Talent Acquisition teams represented the organization at the fair and shared information about job opportunities with the Company.



Black Inclusion Guild - Memphis, TN

The Black Inclusion Guild (BIG) partnered with Amy Shreve, EVP Director of Bank Operations, to create a strategy to address issues with recruitment and retention of Black men at First Operations (FOPS) in Memphis, TN.



HOLA Recruitment Event - Birmingham, AL

Members of the Hispanic Outreach and Latino Alliance represented First Horizon at a career fair hosted by The Hispanic Interest Coalition of Alabama (HICA!) in Birmingham.

Representation at all levels is important, especially in terms of career advancement. It is easier for professionals of color to see themselves in a leadership role if there is someone who looks like them currently serving in those roles.

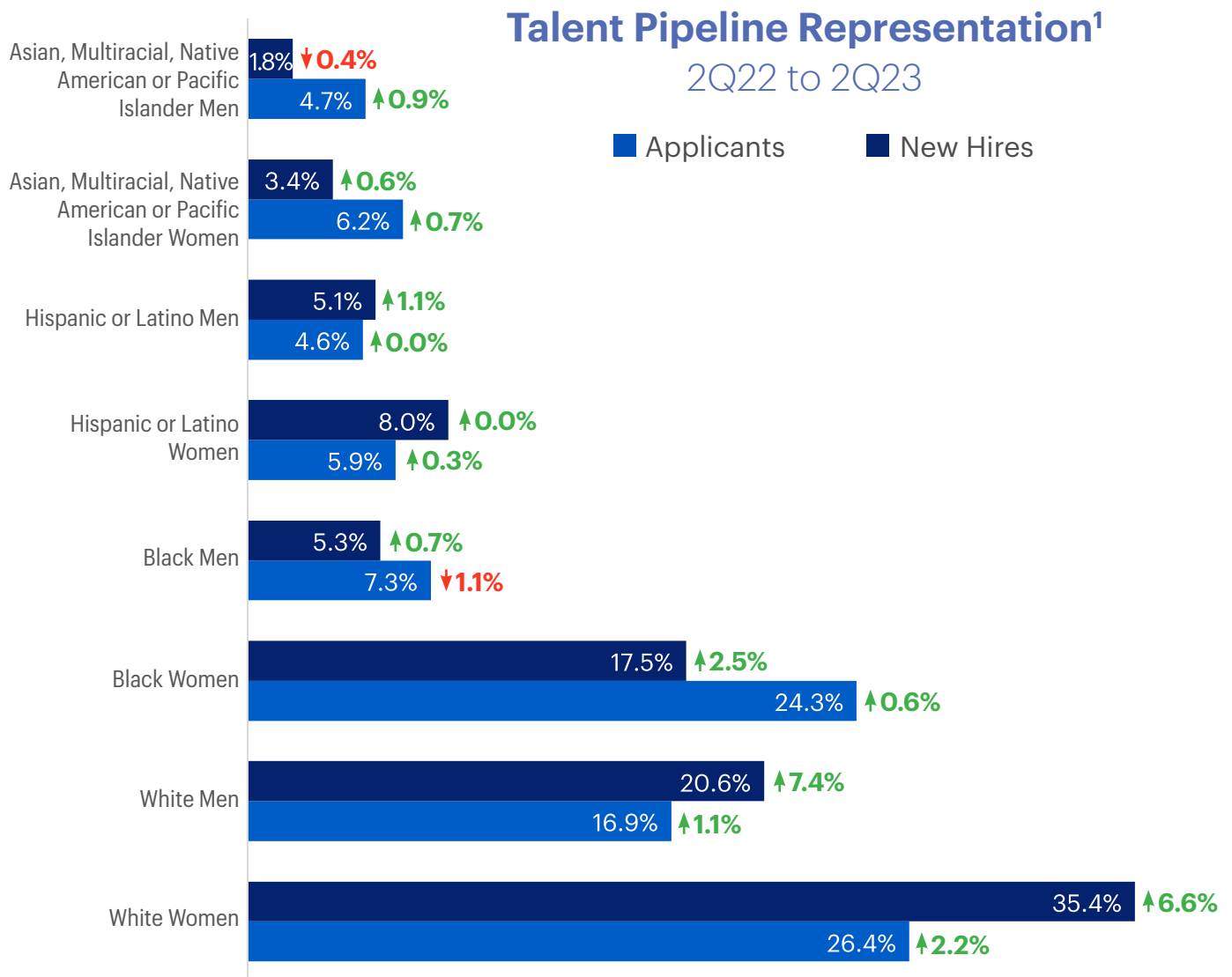


Tammy LoCascio
Chief Operating Officer

6 Encourage Diverse Candidate Slates and Interview Panels

We will encourage diverse interview panels and candidate slates for all mid-tier management positions in the Company.

Diverse candidate slates and interview panels serve critical roles in attracting the very best talent that reflects the diversity of the markets we serve. They affirm First Horizon’s commitment to creating opportunity and accessibility for multicultural professionals at every level of the workforce. The Office of DEI partnered with the Talent Acquisition team to create a recruiting process guide to assist with the sourcing and hiring process by providing best practices on how to properly source, screen and interview qualified diverse candidates.

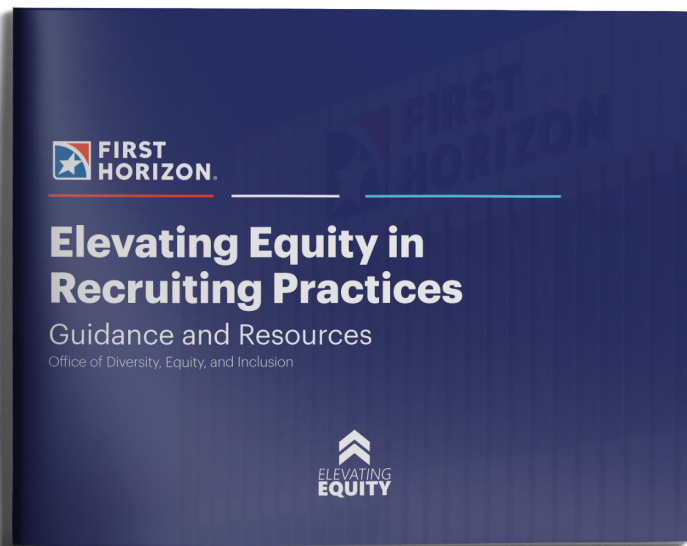


¹Percentages may not illustrate the entire applicant pool and is estimated based on optional information provided by applicants. Figures represent the percentage of representation among both the entire applicant pool compared to the representation among those applicants who were hired.



Enhanced Pipeline Tool

The development of an enhanced tool has enabled more intentional approaches to maintaining a diverse talent pipeline of qualified internal and external candidates. The tool captures contact between leaders or hiring managers and both internal and external candidates who have not yet applied for a position at First Horizon.



Recruiting Guidance

As part of our Company's shared value and commitment to elevating equity across our organization, the Office of DEI developed a guide to promoting diverse interview panels and candidate slates. The guidance includes evidence-based and data driven insights as well as suggestions on best practices.



It's gratifying to see the progress made within the organization and the advancement of diverse candidates. It is our hope that a candidate seeks out First Horizon as a place of inclusivity and belonging, and this guidance will help accomplish that goal.



Susan Springfield
Chief Credit Officer



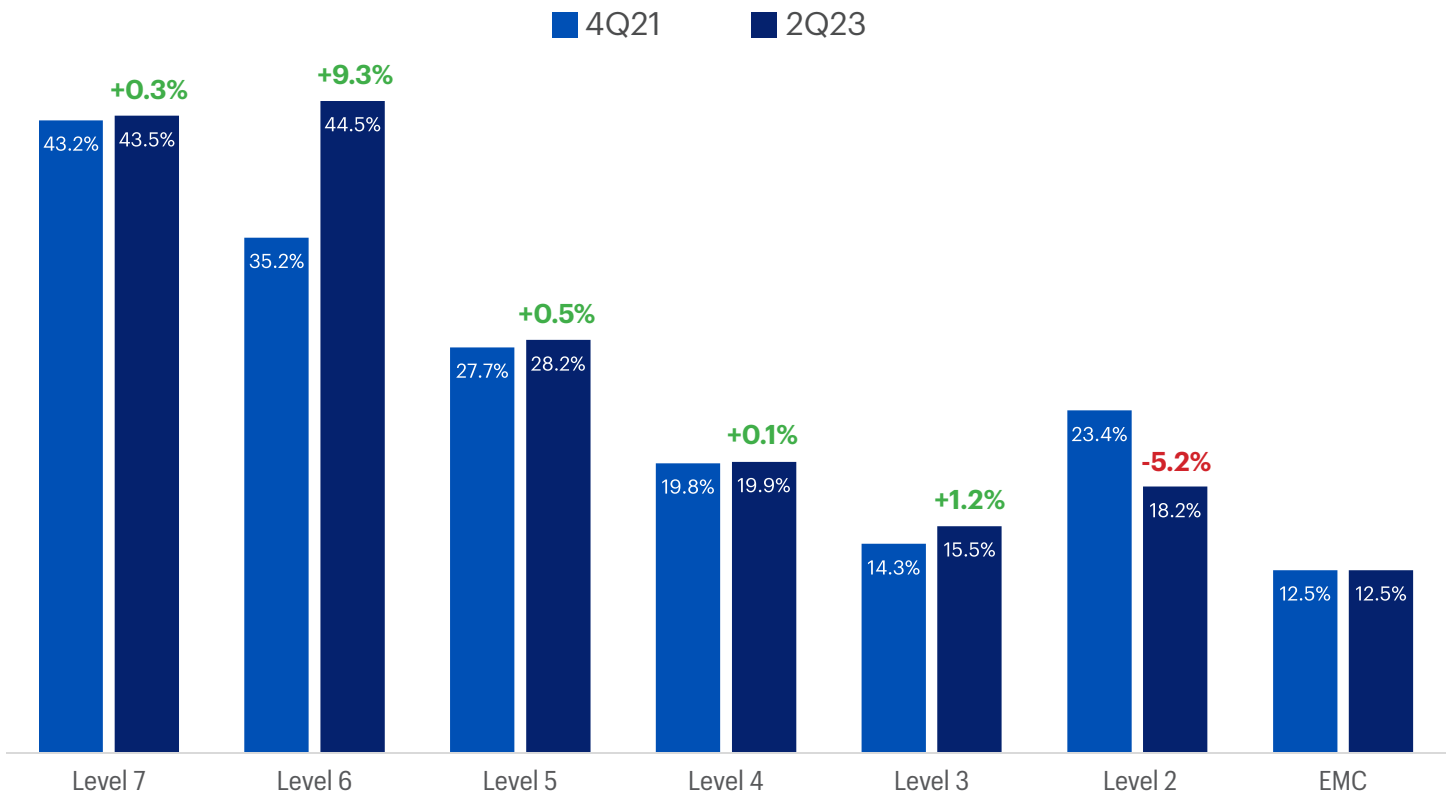
7 Expand Pathways to Leadership

We will develop programming and strategic approaches to identify and address any factors that might impact advancement of women and professionals of color to mid-level management roles.

Recent research by McKinsey in partnership with LeanIn.org identified 'The Broken Rung' as the phenomenon where women in entry level positions are promoted to managerial positions at much lower rates than men. The study also revealed the disparity is more pronounced for women and people of color.

By tracking First Horizon demographics, the DEI team identified an opportunity to nurture and develop our existing talent so as to provide all associates with access to expanded roles within our Company. To help achieve this goal, the Office of DEI partnered with the Center for Talent and Development to create ELEVATE, an Executive Sponsorship program which fosters the development and visibility of high potential, but underrepresented associates.

Representation of All Professionals of Color By Level





ELEVATE Executive Sponsorship Program

The Office of DEI, in partnership with the Center for Talent and Development, developed an executive sponsorship program which fosters the development and visibility of high-potential, but underrepresented associates.

Women in Business

Women's Initiative Louisiana hosted a Career Journey Discussion with Chief Human Resources Officer, Tanya Hart. During the meeting, Tanya discussed the lessons she has learned that have led to her successful career at First Horizon. She also shared important characteristics associates should possess to advance in their own careers.

Women's Initiative South Florida hosted a panel discussion with our own Chief Financial Officer, Hope Dmuchowski. Hope shared her journey to the C-Suite while being a mom to three boys and gave us insight about the tools that helped her achieve her success.



Expanding diverse representation throughout the organizational ladder is essential to First Horizon's continued success. Through the ELEVATE Executive Sponsorship program, our well-qualified, underrepresented associates are receiving guidance and opportunities that will be pivotal to their advancement.



Vernon Stafford Jr.
Chief Audit Executive

8 Create a More Equitable Associate Experience

We will build and continuously enhance DEI-specific training to address and reduce disparities along lines of race, gender and disability, as identified in our Associate Value and Well-Being Surveys.

Creating and maintaining a safe and equitable workplace is only possible through continued learning and professional development. The Office of DEI, in conjunction with the Center for Talent and Development, established a variety of opportunities for associates interested in learning more about DEI.

Training Opportunities

By The Numbers



1,130

Estimated number of FHN associates registered as members of at least one ARG on June 30, 2023



446%

Increase in Associate Resource Group registration since 1Q22



140+

Number of internal and external events open to First Horizon associates between August 2021 and June 2023



DEI work is incredibly nuanced and ever evolving, so providing associates with access to tools and resources to explore these topics is crucial to our Company culture and our efforts to *Elevate Equity*.



Terry Akins
Chief Risk Officer



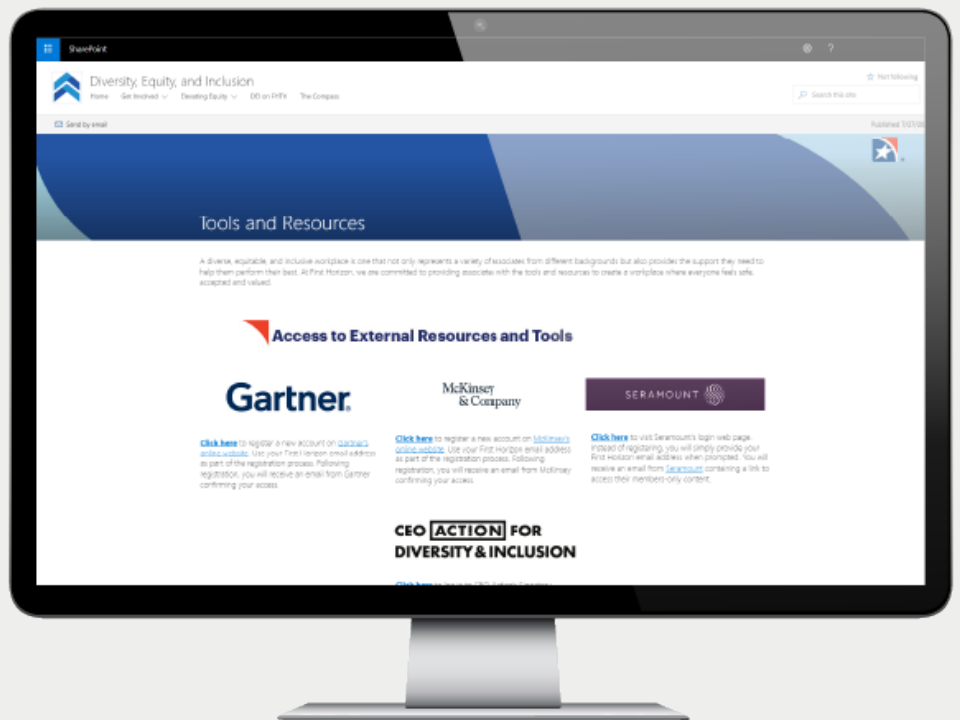


Associate Resource Groups

Our ARGs provide opportunities for associates to connect, support career development and create spaces of belonging where associates can bring their whole selves to the table.

Online Resources and Tools

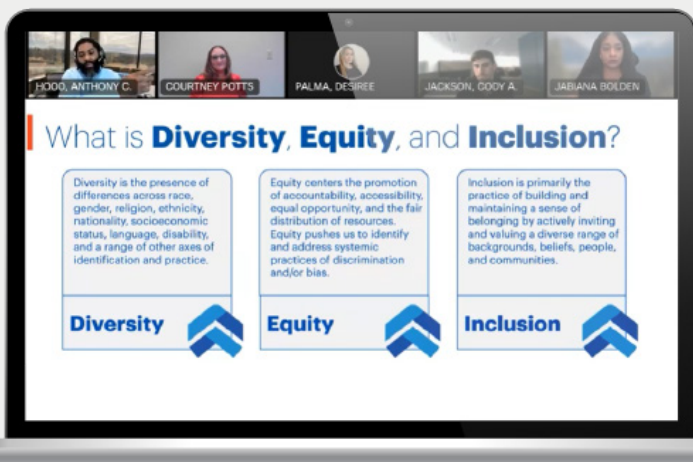
These resources and tools offer best practices, responses to current events and data-driven insights for making progress on DEI priorities.



Elevating Equity Learning Series

This seven-part series is focused on raising awareness on key topics related to diversity, equity and inclusion, in addition to how DEI shows up in other aspects or functions in the Company.

Associates can access recordings of the events by visiting the *Elevating Equity* Learning Series page on the Compass.

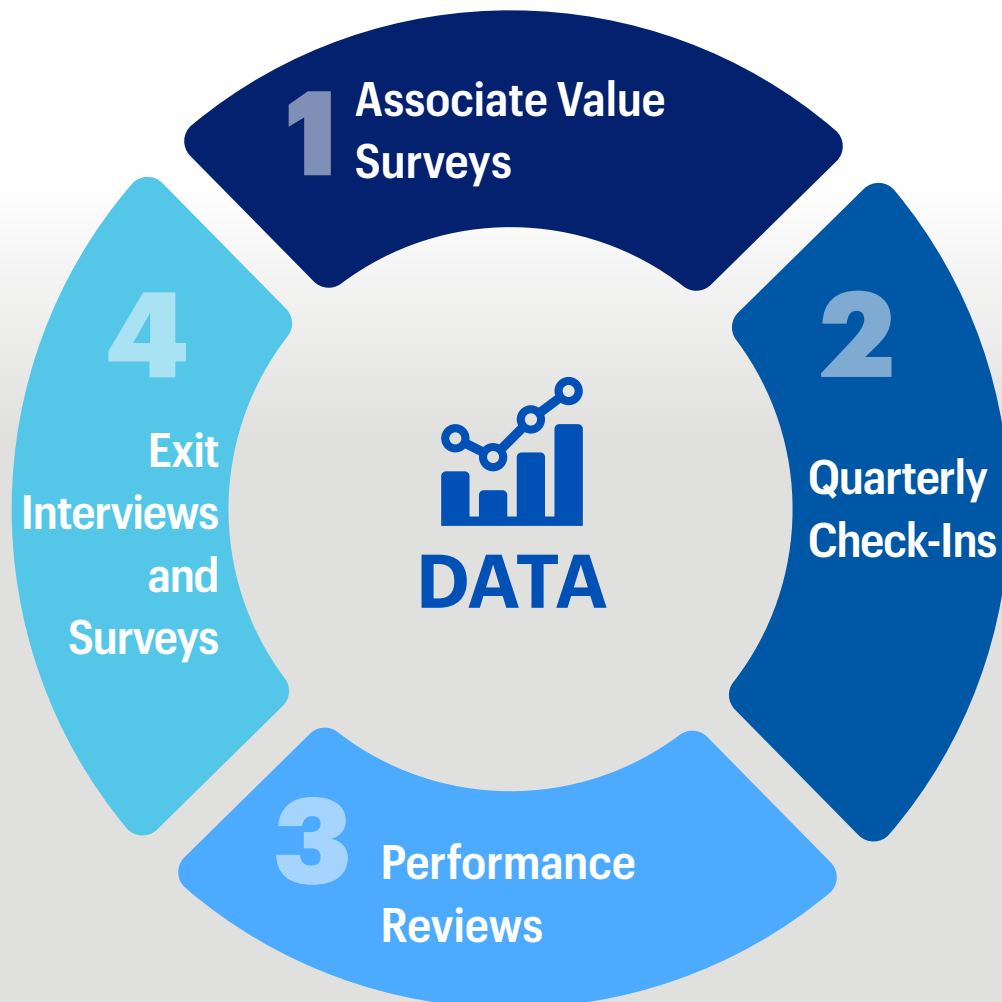


9 Identify Accelerators of Promotion and Retention

We will identify factors that accelerate promotion and retention of all our associates.

Identifying conditions that affect the promotion and attrition of our associates, particularly women, people of color and associates with disabilities is critical to *Elevating Equity* across First Horizon. Internally, this includes analyzing annual performance review data, Associate Value Survey results (facilitated by the Center for Talent and Development), responses to exit interviews/exit surveys and completion rates of quarterly check-ins (QCIs).

Externally, this process incorporates benchmarking data related to benefits offerings, labor market activity, higher education data and statistics and insights provided by leading consulting firms like Gartner, Seramount and Diversity, Inc.





Through a combination of external benchmarking data and performance management analytics, I am confident we will continue to pinpoint conditions that contribute to the retention and advancement of our diverse associates.



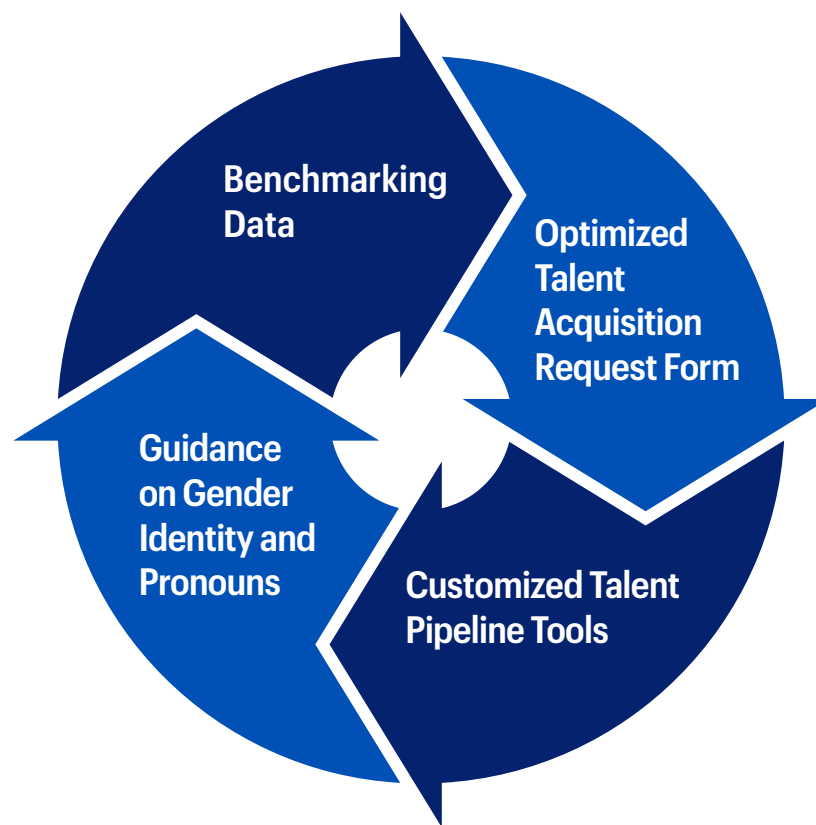
Mohan Sankararaman
Chief Information Officer



10 Evaluate Human Resources Policies and Procedures

We will evaluate human resources policies through an equity lens to ensure equity and inclusivity across our organization.

A thorough examination of human resources policies and procedures is one of the foundational steps to weave principles of diversity, equity and inclusion into the fabric of our Company's culture. The Office of DEI worked with Human Resources, Marketing, Legal and Corporate Communications to elevate equity in several areas throughout the organization.



“First Horizon’s Human Resources policies are regularly reviewed by the Executive Management Committee and Board of Directors to ensure that equity is at the very core of our organization.”

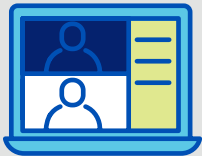


Tanya Hart
Chief Human Resources Officer



Benchmarking Benefits

Utilizing benchmarking reports from consultants like Seramount and Diversity, Inc., the Office of DEI analyzes the extent to which First Horizon's benefits offerings compare to other companies both within and outside of the financial services industry.



Optimized Talent Acquisition Request Form

A digital version of the Company's request to fill an open position sends an email to the appropriate Talent Acquisition partner upon the hiring manager's submission. The Office of DEI utilizes this tool to measure and report on the diversity of our recruiting practices.



Enhanced Talent Pipeline Tool

The development of an enhanced tool enables a more intentional approach to maintaining a diverse talent pipeline of qualified internal and external candidates by capturing contact between leaders or hiring managers and both internal and external candidates who have not yet applied for a position at First Horizon.



Guidance on Gender Identity and Pronouns

Pronouns in email signatures show how the email's sender identifies and how they would like to be referred to in the third person. In 2022, First Horizon provided guidance for associates wishing to add pronouns to their company email signatures.



Associate Resource Groups

Associate Resource Groups (ARGs) at First Horizon began in 1999 with the launch of Women’s Initiative of Memphis and have grown over the years to include ten groups and seven chapters. ARGs are voluntary, associate-led groups whose aim is to foster a diverse, inclusive workplace. Our ARGs provide opportunities for associates to connect, support career development and create spaces of belonging where associates can bring their whole selves to the table.

As of March 2023, approximately 15.4% of the First Horizon workforce has registered to join at least one ARG. An estimated 57% of ARG members work in states outside of Tennessee, illustrating our continued commitment to elevate associate engagement across our entire footprint.

446%

Increase in number of associates who are members of at least one ARG since 1Q22

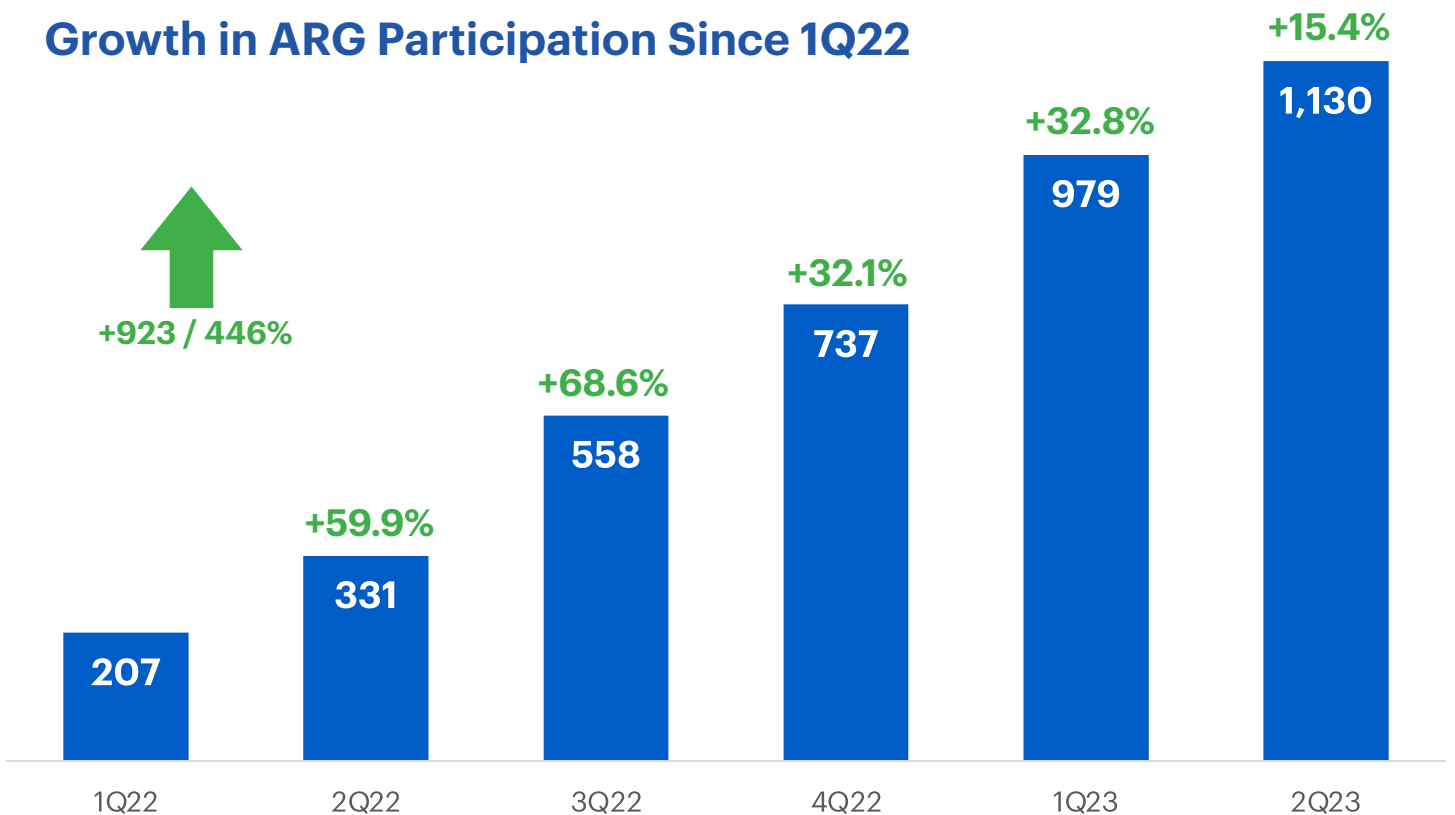
15.4%

Percentage of FHN Workforce Registered as of 2Q23

1,130

Estimated number of FHN associates who are a member of at least one ARG

Growth in ARG Participation Since 1Q22





Alliance and Allies

Supporting diversity, equity and inclusion for lesbian, gay, bisexual, transgender, and queer (LGBTQ) associates as well as their families, friends and allies.



Asia-Pacific WAVE

Sustaining spaces of networking, professional development and belonging for Asian-American and Pacific Islander associates.



Black Inclusion Guild

Providing a support system for inclusion, outreach and development for African-American and Black associates and allies.



Create + Inspire

Maintaining a space for creative thinkers and designers to network, collaborate, inspire and share their creativity.



Driven Networking Association

Providing a collaborative and inclusive networking experience for First Horizon associates. (Two chapters: DNA Chattanooga and an enterprise-wide chapter)



Eco Champions

Environmental advocates who are passionate about fostering awareness and engagement related to the environment and climate while working toward a more sustainable future.



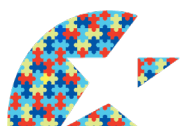
Hispanic Outreach and Latino Alliance

Championing diversity and inclusion at First Horizon by developing cultural competency and highlighting issues concerning Latinos in the workplace.



Military Community

Providing guidance and support to associates who have served in the armed forces or are active duty, along with their families and advocates.



Neurological Diversity Awareness

Providing resources to and championing associates with neurological diversities such as ADHD, Autism, anxiety, depression and other mental health concerns.



Women's Initiative

Promotes the success of women within our Company and across our communities.

Chapters

- Chattanooga
- Houston
- Louisiana
- South Florida
- Community North Carolina
- Knoxville
- Memphis
- North Carolina and South Carolina

Elevating Equity and CRA Community Service Awards

The *Elevating Equity Awards* (formerly the DEI Impact Awards) recognize the progress and results achieved by First Horizon associates and leaders. Whether through an individual contributor or supervisory capacity, nominees for these awards are those associates who consistently leverage their competencies to produce a demonstrated impact on the DEI of our workforce, workplace, marketplace and communities that we serve.

The Awards are presented in two different categories:

- Individual Award: Open to all associates
- Leader Award: Open to managers, supervisors and executives (i.e., individuals with direct reports)

Nominees for *Elevating Equity Awards* will have exhibited three or more of First Horizon's DEI leadership competencies by elevating the critical role of equity.

2023 Honorees

Presented by
Dr. Anthony
C. Hood and
Bryan Jordan



Todd Jones
Leader Award



Ken Crenshaw
Individual Award

2022 Honorees

Presented by
Dr. Anthony
C. Hood and
Bryan Jordan



Daniel Dent
Leader Award



Kimekia Hollifield
Individual Award

2021 Honorees

Presented by Dr. Anthony C. Hood and Bryan Jordan



Tiffany Futch
Individual Award



Tanya Hart
Leader Award

2020 Honorees



Herman Williams
Leader Award



Greg Perdue
Individual Award

2019 Honorees



Richard Shaffer
Leader Award



Rebecca Boyd
Individual Award



The CRA Community Service Award

The CRA Community Service Award highlights the achievements of an associate who has given of their time and talents to invest in and support low- and moderate-income communities within our footprint. Launched in 2023, this is a new annual award that recognizes one associate who embodies our company's passion for, and commitment to, better the communities we serve.

Catherine Pelham
CRA Community Service Award Winner

Awards and Recognition

First Horizon has had a long-standing commitment to DEI. As a Company, we are proud and humbled by the recognition we have received as a result of the collaborative efforts of our leaders and associates.

Over the years, First Horizon has been recognized by a number of organizations and through a number of DEI indexes such as the Human Rights Campaign, Working Mother, AARP, the National Association for Female Executives, the Dave Thomas Foundation for Adoption, Forbes, American Banker, Color Magazine, Diversity Women Magazine, DiversityComm, Bloomberg Gender Equality Index, Communitas Awards, Savoy Magazine and the Mortgage Bankers Association.



Great Place to Work

Great Place to Work® is the global authority on workplace culture, associate experience and the leadership behaviors proven to deliver market-leading revenue, associate retention and increased innovation. The certification recognizes employers who create an outstanding employee experience. Certification is a two-step process that includes surveying associates and submitting a questionnaire about our workforce.



Hope Dmuchowski
Chief Financial Officer

American Banker 2023's Most Powerful Women in Banking to Watch honoree, Hope Dmuchowski

Congratulations to Hope Dmuchowski, First Horizon's Chief Financial Officer, for being named as one of 2023's Most Powerful Women in Banking to Watch honorees by American Banker.



American Banker's 2022 Most Powerful Women in Banking

In 2022, First Horizon was selected as a Top Team as part of American Banker's 2022 Most Powerful Women in Banking program. The Most Powerful Women in Banking program recognizes individuals and teams for demonstrating exceptional leadership skills, strong performance and a commitment to driving real outcomes for diversity, equity and inclusion in financial services.



Terry Akins (Chief Risk Officer), Tammy LoCascio (Chief Operating Officer), Hope Dmuchowski (Chief Financial Officer), Susan Springfield (Chief Credit Officer) and Beth Ardoin (Chief Communications Officer)



MBA Leadership Award

First Horizon was recognized by the Mortgage Bankers Association (MBA) as a 2022 Residential Diversity and Inclusion Leadership Award winner at its Annual Convention and Expo in Nashville, Tennessee. The award was in large part a result of the work of Ken Crenshaw, Head of CRA Mortgage and Lending.

Savoy Magazine

Top Black Executives The selection of the Most Influential Black Executives in Corporate America begins by examining the spheres of influence impacting Savoy's readership including: corporate sector influence, scholastic achievement, career growth, community outreach and recognition. The information received from over 500 prospective candidates in diverse fields was pre-screened by the selection committee.

Most Influential Executives in Diversity & Inclusion showcases the remarkable leaders who are spearheading diversity, equity, and inclusion initiatives for some of the world's most prominent organizations.



Tanya Hart
Chief Human Resources Officer



Vernon Stafford Jr.
Chief Audit Executive



Dr. Anthony C. Hood
Chief DEI Officer



Awards and Recognition cont.

Birmingham Business Journal
Leaders in Diversity

Bloomberg
Gender Equality Index

COLOR Magazine
Top Chief Diversity Officer POWERLIST

COLOR Magazine
Power List 40 Under 40

Dave Thomas Foundation for Adoption
100 Best Adoption-Friendly Workplaces in America

DiversityComm Black EOE Journal
Best of the Best Top Employers

DiversityComm Hispanic Network Magazine
Best of the Best Top Employers

DiversityComm Professional Woman's Magazine
Best of the Best Top Employers

DiversityComm U.S. Veterans Magazine
Top Veteran-Friendly Companies

Diversity Women Magazine
Power 100

Forbes Magazine
America's Best-In-State Employers - Tennessee

Forbes Magazine
America's Best Large Employers List

Forbes Magazine
Best Employers for Women

Great Place to Work Certified

Human Rights Campaign
Corporate Equality Index

Military Saves Week
Savings Excellence Award

National Association for Female Executives
Women of Excellence

National Partnership for Women & Families
Leading on Leave

Parity.org Parity LIST
Best Companies for People of Color to Advance

Parity.org Parity LIST
Best Companies for Women to Advance

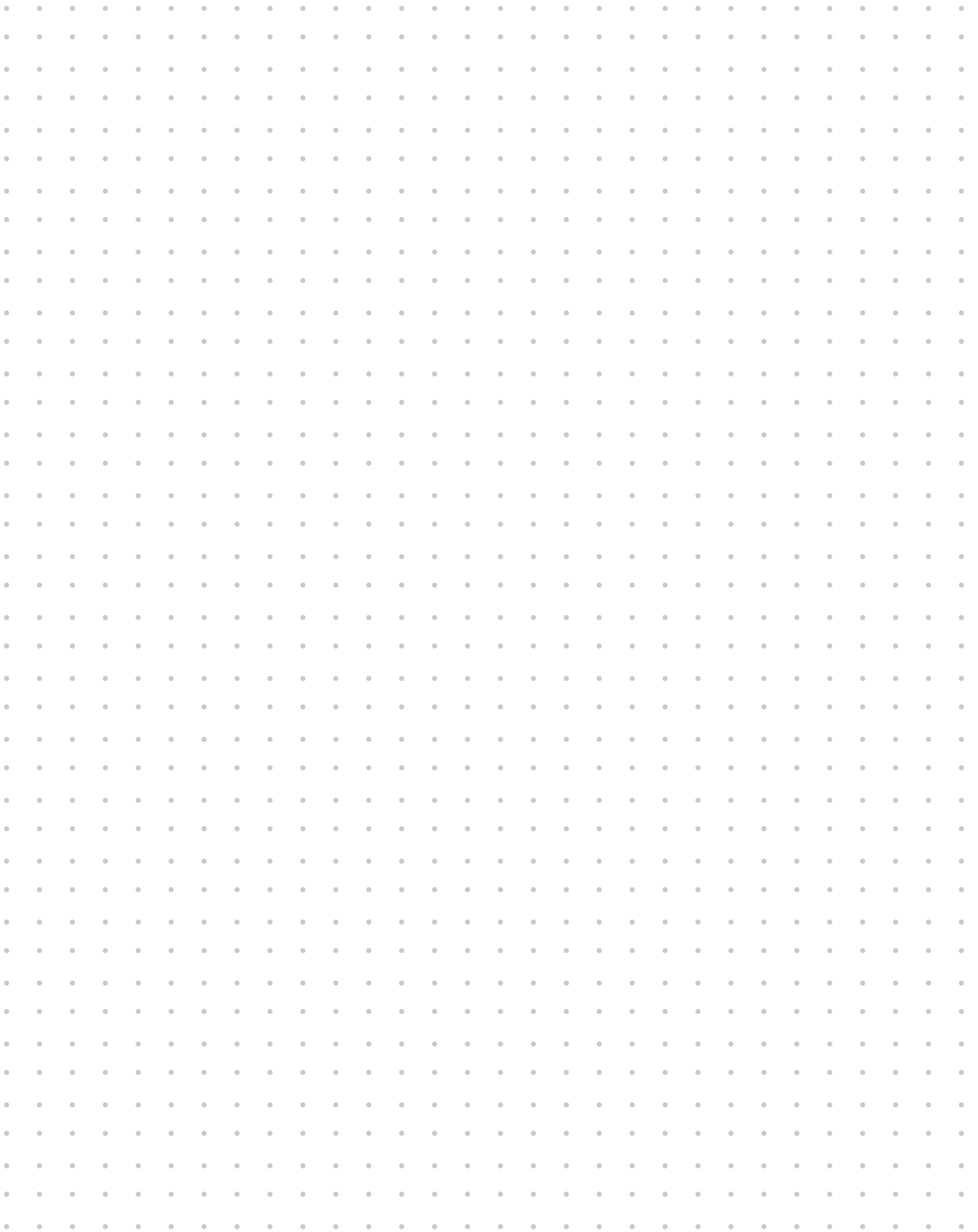
Savoy Magazine
Top Black Executives

Savoy Magazine
Most Influential Executives in Diversity & Inclusion

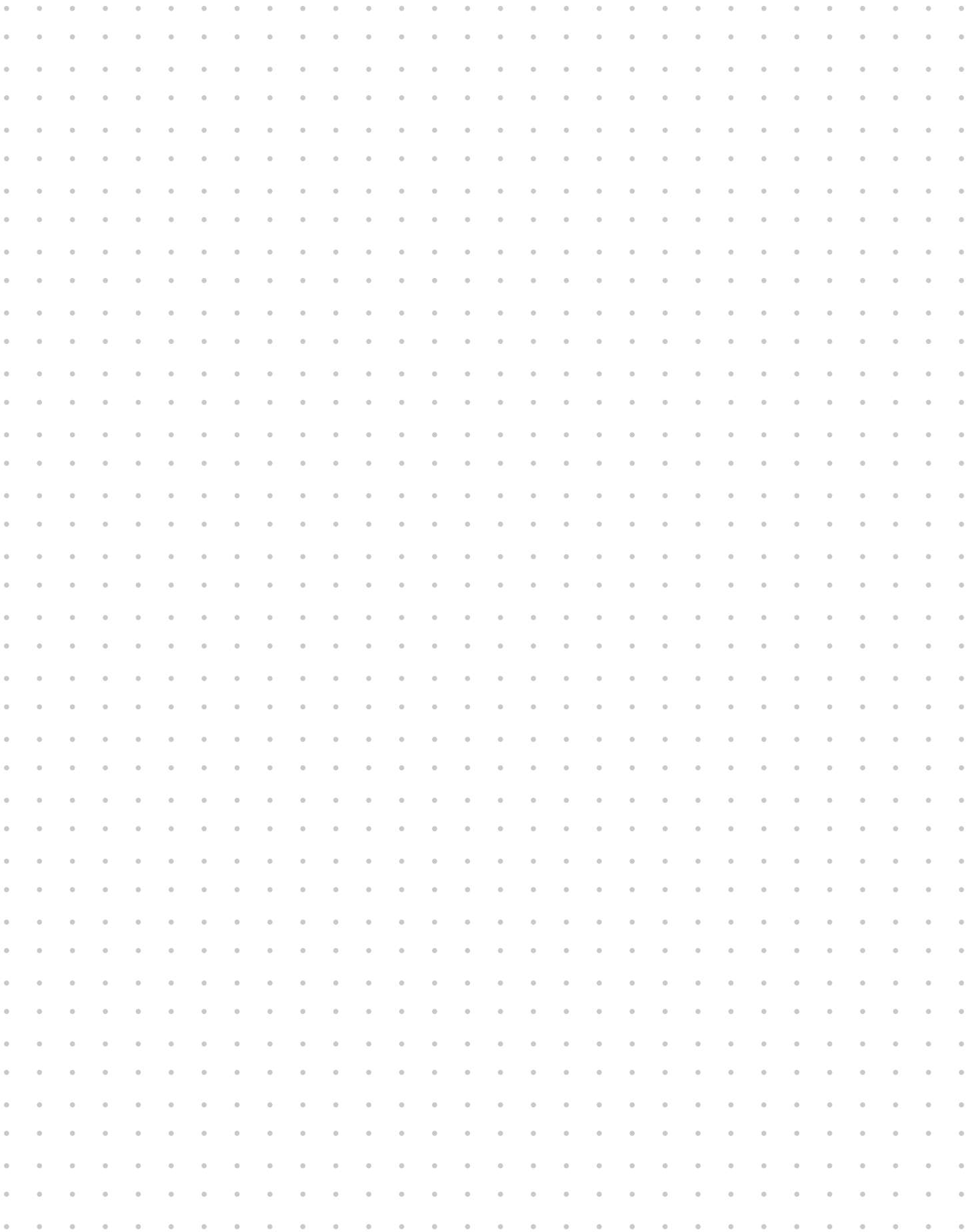
Women We Admire
Top 100 Women Leaders in Finance

Working Mother Magazine
Best Companies for Multicultural Women

Notes



Notes





Visit firsthorizon.com/dei
for more information.

Stay tuned as we develop a more robust online presence on our website that will soon feature stories on how our associates are elevating equity in the communities and markets we serve.