



WELL Health
TECHNOLOGIES CORP

TAKING CARE of the care providers

2022 environmental, social and governance report

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WELL was founded on the traditional and unceded territories of the Musqueam, Squamish and Tsleil-Waututh Nations and our work today also spans many other territories and treaty areas. We are grateful for the opportunity to serve healthcare providers and patients across these territories, and we will continue to seek out ways to uphold the principles of reconciliation through our work.

Unless otherwise noted, data and metrics cited in this report indicate results as of December 31, 2022, and all financial information is reported in Canadian dollars.

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TAKING CARE of the care providers

At WELL Health, we care for healthcare providers, so they can better care for their patients. Like the care providers we serve, WELL is at the heart of healthcare, with support that enables them to put more of their focus on delivering better patient health outcomes. By providing our advanced tools and technologies, and extending our commitment to environmental, social and governance (ESG) excellence through innovative initiatives, we take care of the details and empower care providers to focus on making a meaningful difference in their patients' lives.

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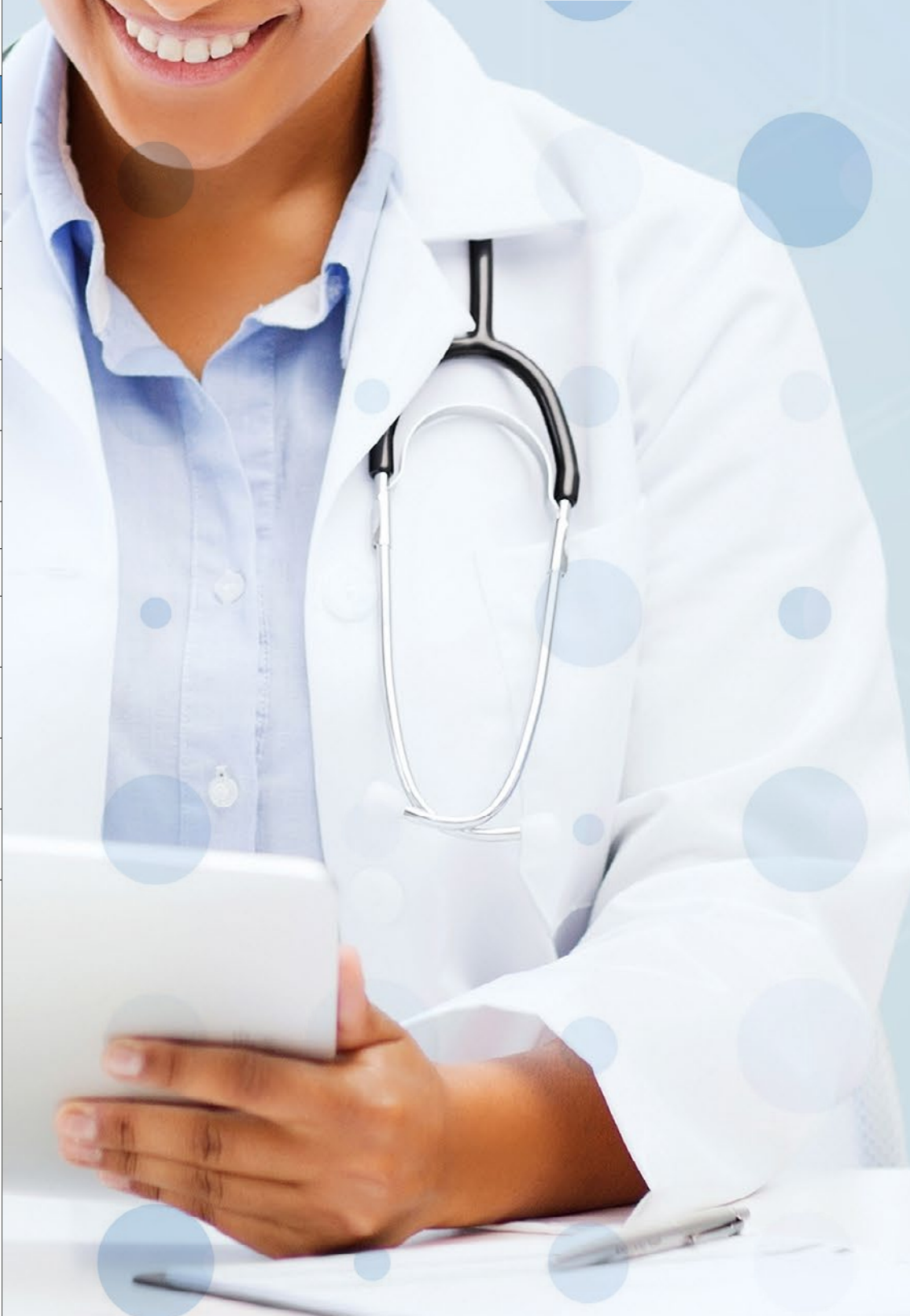
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SUPPORTING healthcare providers with best-in-class technology

Healthcare providers are at the heart of healthcare delivery, focused on providing care to their patients at every turn. WELL's practitioner enablement platform offers digital healthcare solutions designed to empower healthcare providers worldwide, including those within our own outpatient medical clinic network in Canada and the U.S., as well as healthcare providers in non-WELL owned and operated healthcare clinics globally who are served by our platform. Our powerful digital tools and services provide invaluable support to all of these providers, helping them to work more efficiently and effectively, resulting in better outcomes for their patients and better quality of work life for themselves.

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CARING

is at the heart of what we do

WELL is a purpose-driven company. We aim to tech enable and support care providers so they can provide the best care possible to their patients.

Mission

Our mission is to positively impact health outcomes by leveraging technology to empower and support healthcare providers and their patients globally.

Vision

Globally, healthcare is under-imagined and under-digitized. At WELL, we envision a healthcare system where patients around the world have greater access to services, and where physicians are empowered with technology designed to enhance their delivery of healthcare while allowing them to focus more on doing what they do best – caring for their patients. We are bringing this vision to life within our own brick-and-mortar and virtual healthcare clinics, as well as in the thousands of healthcare environments we support across North America and other parts of the world.

Purpose

Healthcare providers, and the teams that support them, are the driving force behind healthcare delivery, patient healthcare experiences and, ultimately, health outcomes. At WELL, our purpose is to modernize and improve healthcare delivery by empowering healthcare providers with cutting-edge digital technology, products and services that are designed to streamline care delivery, enhance and transform healthcare experiences, automate and digitize administrative tasks, and alleviate many of the inefficiencies and challenges faced by healthcare providers and the patients for whom they care.

Focus

WELL is uniquely positioned to have a positive impact on healthcare. Our combination of omni-channel patient services (delivered at scale via our network of primary, secondary, specialized, diagnostic and integrated care facilities) plus our virtual services (which includes best-in-class telehealth, EMR, billing, revenue cycle management, ePharma, digital booking, eReferral, eRx and a host of other products and services) position WELL to positively impact care providers in two ways. They can either join more than 2,900 of their colleagues already practicing in the WELL Health Clinic Network or, like 23,000+ other healthcare providers, they can access WELL's à la carte lineup of digital tools and services available on our practitioner enablement platform for their own clinics.

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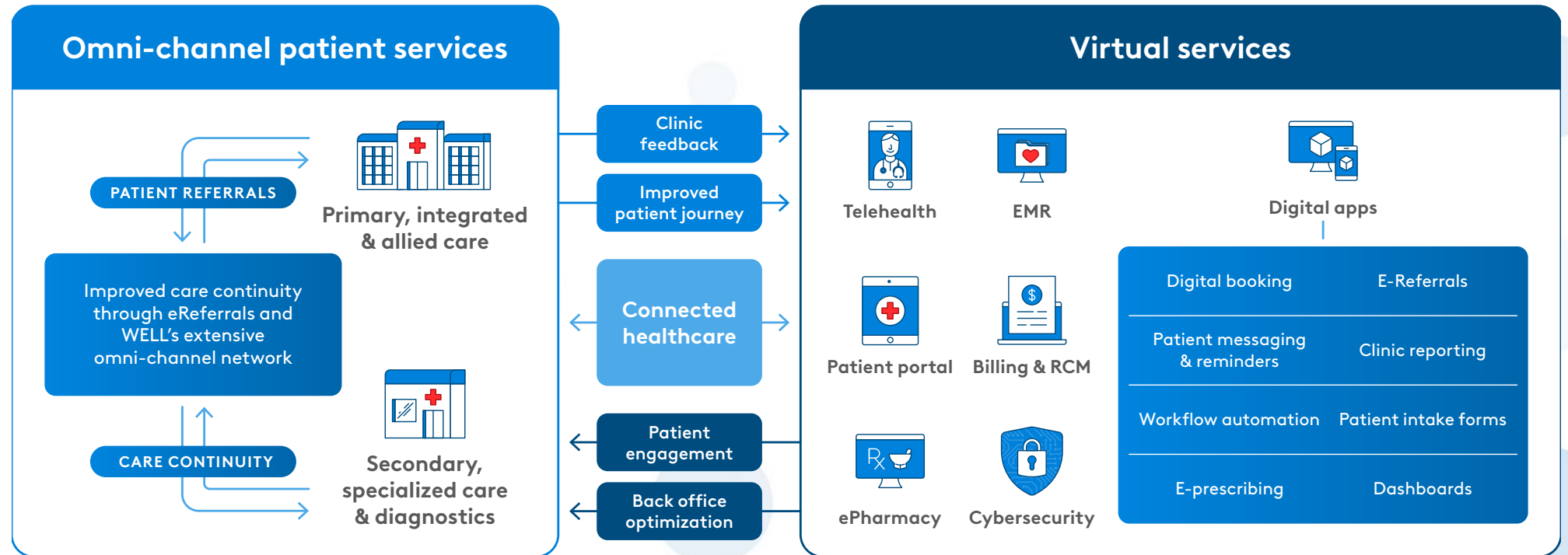
ESG priority 2: Safeguarding patient data

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Supporting healthcare providers across our ecosystem

WELL is uniquely positioned to make a meaningful difference in healthcare through our connected healthcare ecosystem.

The combination of our omni-channel patient services and our virtual services creates a synergistic healthcare environment that optimizes the healthcare journey for providers and their patients.



How our business is structured

Our operations are organized into three key lines of business: Canadian Patient Services, U.S. Patient Services and Technology Services.

Canadian Patient Services

- Primary care
- Allied health
- Diagnostics
- Cardiology
- Executive health

U.S. Patient Services

- Primary care
- Women's health
- Gastro-intestinal health
- Anesthesia

Technology Services

- EMR
- eReferrals
- Digital patient management
- Billing and RCM
- Cybersecurity

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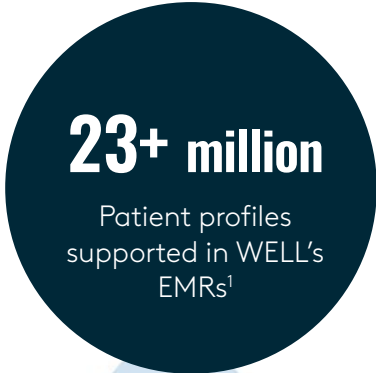
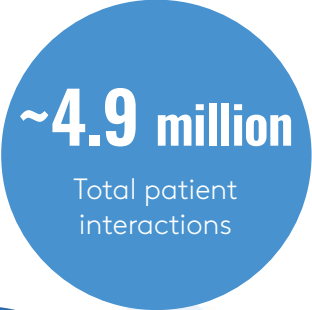
CARING, AT SCALE:

WELL by the numbers

WELL is Canada's largest outpatient medical clinic owner-operator and a market leader in the digital health sector. We have over 2,900 healthcare providers working within the WELL family in more than 130 clinics in Canada and the United States, and an additional 23,000 providers served by WELL's lineup of virtual services in North America. Between our own clinics and the non-WELL clinic footprint that subscribes to our practitioner enablement platform services, we are helping healthcare providers support tens of millions of registered patients in four different countries, including Canada, the U.S., New Zealand and Australia.

We are a rapidly growing company, generating revenues of \$569.1 million in 2022 (an increase of 88 per cent over 2021) and employing more than 3,500 people across our organization. We ended 2022 with an adjusted EBITDA of \$104.6 million, an increase of 73 per cent over 2021. In total, we estimate there were more than 3.5 million omni-channel patient visits and approximately 4.9 million patient interactions in 2022.

¹ This number has not been de-duplicated across different EMR platforms due to patient privacy concerns.



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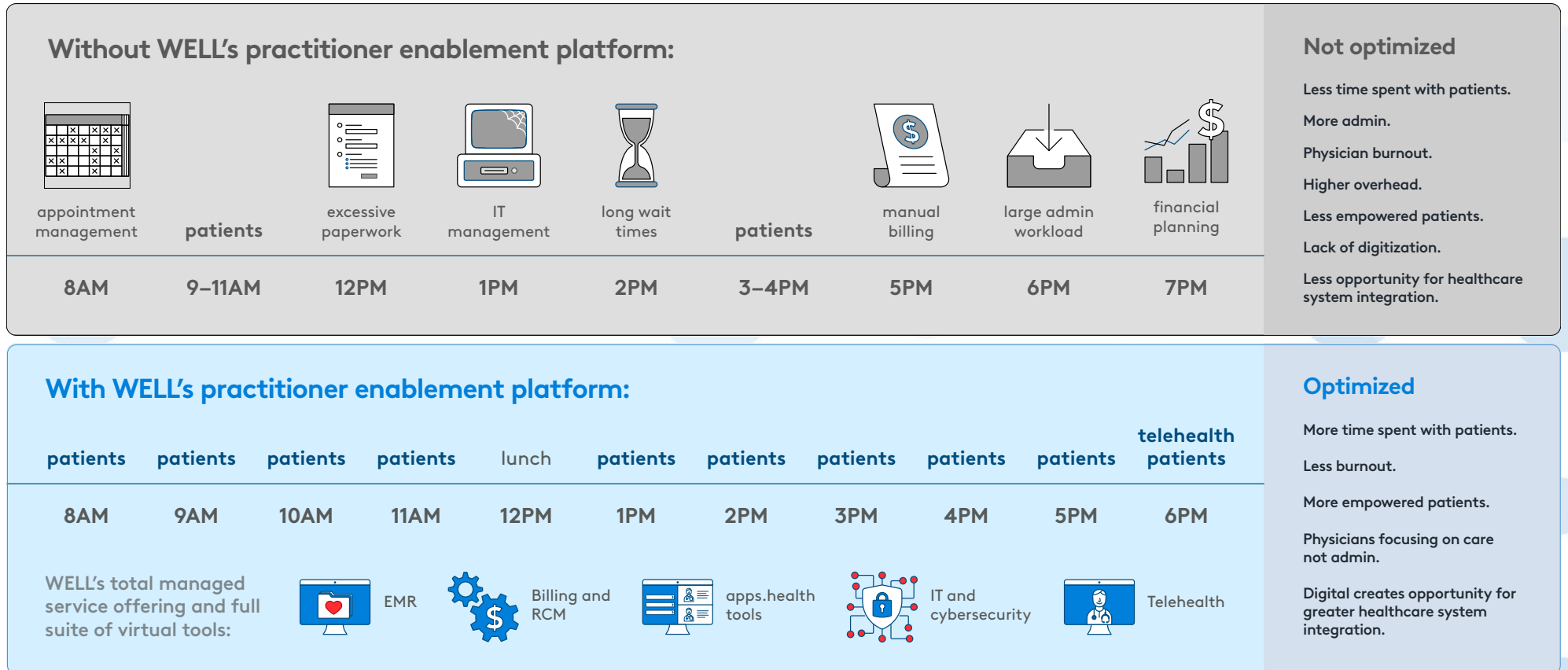
ESG priority 3: A healthy place to work

IMPROVING the healthcare provider journey

At WELL Health, we focus on helping healthcare providers, so they can focus on caring for their patients.

We do this by tech enabling providers with best-in-class digital solutions. Through WELL's practitioner enablement platform, physicians working in WELL's extensive virtual and physical care network, or in their own independent clinics, have access to a wealth of innovative technologies that are designed to increase clinic efficiency, enhance physician and patient experiences, and improve health outcomes.

The infographic illustrates how the support of WELL's connected platform frees up much of the time that healthcare providers spend on administrative tasks and inefficient processes, allowing them to devote more time to enhanced care delivery.



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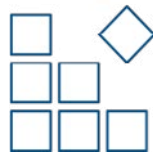
ESG priority 3: A healthy place to work

Answering care providers' KEY CHALLENGES

Healthcare providers face numerous challenges that affect their ability to provide effective patient care while simultaneously being mindful of their own well-being.

WELL provides the technology that helps providers avoid burn-out while improving patient interactions, which can often translate to better health outcomes for patients. Our digital tools can also help enhance communication, referrals and information sharing between healthcare providers and by doing so help patients become more directly involved in their own healthcare journey.

WELL's products and services are designed to reduce low-level admin tasks, freeing up valuable time so that providers can focus on their patients and spend less time on mundane administrative tasks. One byproduct of optimizing care providers' time is that more of it can be spent seeing more patients – an invaluable contribution in an environment where many people lack access to primary healthcare.



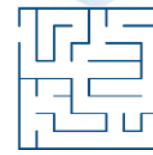
Fragmented eco-system

Only 20% of doctors offer online booking and interaction options, and only ~50% of doctors are notified if their patient is in emergency care.¹



Overburdening admin tasks

As much as 50% of provider time is spent on manual, non-digital, non-automated tasks.



Unnecessary complexity

Multiple software systems, billing and back-office requirements, and lack of integration in the ecosystem create complexity.



Decreased productivity

Only ~30% of physician time is spent with patients.² 55% of physicians say time with patients has declined as a result of administrative tasks.³



Provider burnout

Nearly 73% of doctors reported burnout in 2021 (up from 66% in 2020).⁴ 50%+ of providers attribute burnout to manual tasks.⁵

WITH THE SUPPORT OF WELL'S DIGITAL TOOLS



Connectivity & access to records



Low-level admin tasks



Complexity

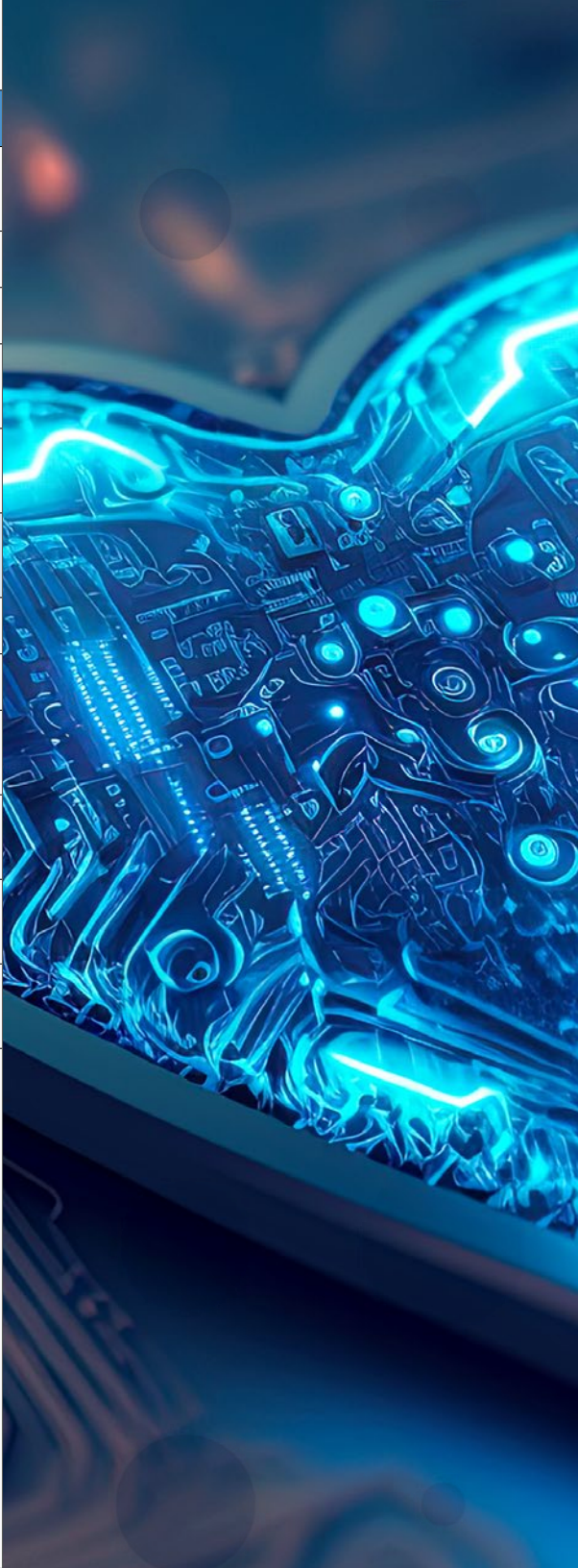


Effective patient interactions



Provider burnout

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EMPOWERING providers with AI tools

WELL is embracing AI and its transformational impact in supporting care providers.

At WELL, we're all about leveraging technology to empower and support healthcare providers. For years we recognized that AI is a powerful tool that can help us achieve this mission. In fact WELL has been finding ways to harness AI since 2020.

Phelix.ai

In the first half of 2020 WELL made a strategic investment in Phelix.ai, an artificial intelligence-powered clinical assistant that allows primary care clinics to automate key workflows and administration tasks so that non-medical staff can focus on higher value tasks. A strategic partnership agreement was also implemented that gave WELL rights to use and sublicense the technology into all aspects of its business including its electronic medical records (EMR) products like [OSCAR Pro](#).

Tali.ai

In April of 2022, WELL made a strategic investment in Tali.ai that allows WELL to commercialize Tali's AI tech across its EMR portfolio and make it broadly available in [apps.health](#). Apps.health is WELL's marketplace for integrated EMR apps, which provides access to cutting-edge technology to more than 15,000 doctors and other healthcare providers in over 2,800 clinics across Canada.

Improving accuracy, efficiency and proactivity in healthcare

Health Compass

In January of 2023, WELL joined a project in the Canada Digital Technology Supercluster (a Canadian federal program) named Health Compass that leverages AI to streamline information retrieval from EMRs. This frees up hours of a physician's time from what is often a burdensome and inefficient task, so they can focus more on their patients.

WELL AI Voice

In May of 2023, WELL launched [WELLHealth.ai](#), a website focused on describing all AI-related developments at the company, including updates on new AI-powered products and services offered by WELL, and updates on WELL's AI Investment Program, an initiative to fund and support the best early-stage AI start-ups. We also launched [WELL AI Voice](#), a transformational product that leverages generative AI to dramatically reduce a provider's administrative burden by privately and securely capturing a patient encounter conversation and automatically generating a succinct and medically relevant chart note, giving doctors up to 30% of their practicing time back.

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WELL is just getting started on its AI journey. Moving forward, we will continue our commitment to AI innovation and governance, to accelerate advancements in empowering healthcare providers with best-in-class technologies, while very importantly ensuring that all data and personal health information are rigorously protected.

To back up this commitment, in April 2023 we launched the [Well AI Investment Program](#), through which WELL will aim to make a minimum of 10 AI-related investments of at least \$250,000 each in companies that are advancing healthcare applications and/or protecting data with the use of AI technologies. Our intent is to bring the best of these applications safely and securely to our apps.health marketplace so our ecosystem participants can benefit from them.

We are also establishing an AI Centre of Excellence within our organization. Through this initiative, we will ensure that all WELL Health team members are fully informed about how best to use AI tools such as Generative AI safely and effectively. This group will also provide guidance on how to navigate ethical issues such as transparency and consent. It is critical, for example, that patients and care providers understand how data is used and that we explicitly and clearly request consent prior to using AI-powered tools in interactions.

Notably, by adopting a business model that favours ownership, we gain control over our digital environments (such as EMRs) and the AI tools incorporated into them. This helps to ensure that they are used in a secure and responsible manner that respects privacy while empowering physicians and their patients with information that puts them more in charge of the patient's healthcare journey.

We see AI as an important and useful tool for our entire network, one that benefits healthcare providers, improves the patient experience and provides our team members with the skills to transform the future of healthcare.

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A WORD FROM OUR CEO

Delivering on our purpose with

INTEGRITY AND CARE

At WELL Health, we remain dedicated to our mission of caring for and supporting healthcare providers, because when they have access to best-in-class tools, they can provide the best care to their patients. In pursuit of this goal, we continue to innovate and evolve, using cutting-edge technology to make the healthcare experience better for everyone involved.

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We envision a system where treatment is not characterized by reactive “sickcare,” but by proactive and preventative care that results in bonafide “healthcare.” A system where healthcare providers are free to focus on doing what they do best – caring for their patients.

Over the last few years, we have added significant scale to WELL’s business and increased our leadership position as the preeminent end-to-end healthcare company in Canada, while our U.S. businesses continue to flourish in their respective sectors. This scale positions WELL to have a more meaningful and consequential impact on healthcare ecosystems and by extension patient health outcomes.

Continuing our growth journey

In 2022, WELL demonstrated strength across all its key operational and patient metrics, including:

- Record annual revenue of nearly \$570 million, an increase of 88 per cent compared to the prior year
- Annual adjusted earnings before interest, taxes, depreciation and amortization (EBITDA) grew by 73 per cent to a record \$104.6 million
- Approximately 3.5 million omni-channel patient visits and 4.9 million patient interactions
- Year-over-year growth in omni-channel patient visits of 50 per cent and total increase in patient interactions of 86 per cent.

I believe our company’s strong financial performance is a by product of our success in carrying out our ESG goals and our mission of delivering real value to healthcare providers by tech-enabling them.

Financial performance is important for the ongoing health of the company, but we also measure WELL’s success by the value we create for people, the environment and the community, as well as our ability as a digital health services provider to manage risk.

ESG is at the heart of what we do

Our Environmental, Social and Governance (ESG) Steering Committee, led by our Chief People Officer, has been hard at work over the past year spearheading WELL’s relatively new ESG program. We are proud to note that since our inaugural ESG report last year, we have made great strides in each of our three ESG priorities: provider support and digital enablement; safeguarding patient data; and a healthy place to work. For example:

- We have taken targeted actions to support diversity, equity and inclusion within our workplace, including the addition of another female director to our board (see page 20), among other initiatives
- We have implemented industry-leading cybersecurity practices that go beyond delivering on “acceptable” compliance requirements



“
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”

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- We are expanding the digitization of healthcare processes to improve efficiencies and reduce greenhouse gas emissions
- We are supporting our valued team members with existing and new programs to empower their well-being, satisfaction and development
- We continued our commitment to giving back to our communities, as outlined in the Giving back section on [page 49](#).

The view looks good from here

Looking ahead, WELL Health’s outlook remains positive and resilient across all aspects of our business, including delivering on our strategic ESG objectives. Goals for 2023 include building a best-in-class employee experience, evolving to paperless workplaces and continuing to find new ways to leverage technology to safeguard patient data.

These are exciting times. As WELL moves forward on its mission, I want to emphasize the inevitable role that AI is playing in achieving this goal. The rapid advancement of AI technology in recent years has opened up exciting new possibilities for healthcare – from assisting or even automating care providers’ mundane, highly repetitive and time-consuming daily tasks, to identifying patterns in complex medical data.

At the heart of our mission is the desire to support healthcare providers in their efforts to deliver the best possible care to their patients while reducing their daily administrative burdens. AI tools have the potential to materially accelerate progress in supporting healthcare providers and making them more efficient and effective.

In the pages that follow, we invite you to read more about our efforts to align our strategy, business units and resources to continue delivering tremendous societal value to our stakeholders. Thank you for your continued support and partnership as we work towards ESG excellence.

Best regards,



Hamed Shahbazi
Founder and Chief Executive Officer



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Our ESG JOURNEY

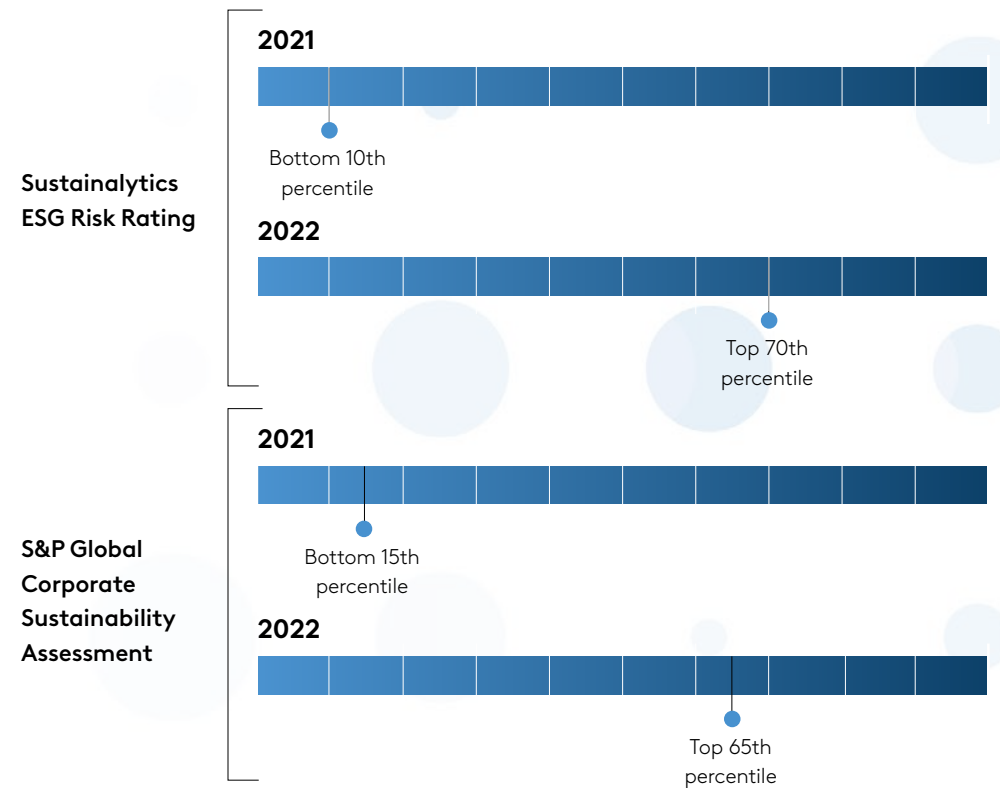
At WELL Health, we prioritize upholding high environmental, social and governance (ESG) standards across all parts of our company as an essential part of our leadership role in the business community. Our commitment to ESG is intrinsic to our overall mission, vision and strategy, which are centred on our ultimate goal of promoting positive health outcomes.

In 2021, we embarked on a company-wide effort to accelerate our sustainability efforts through an ESG lens. We formed an ESG Committee, composed of senior executives and functional business leaders. They identified key priorities, assessed our ESG risks and opportunities with the help of experts, and established our ESG program.

In 2022, we continued to evolve our efforts by implementing governance and reporting mechanisms and communicating our ESG vision and goals to internal and external stakeholders. For this report, our ESG steering Committee worked collaboratively with leaders across WELL's various businesses to report on our progress in 2022.

Our improved performance ratings from Sustainalytics and S&P Global Corporate Sustainability Assessment (CSA) acknowledge the exciting progress we have made towards achieving our ESG goals.

WELL's ESG ratings profile¹



¹ These ratings reflect our public ESG disclosure and the rating agencies' evaluations of WELL's processes and initiatives to manage risks and take advantage of opportunities related to our key material ESG issues. We recognize the need for continuous improvement and, where possible, have addressed reporting gaps in this report.

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Deeply committed to ESG EXCELLENCE

At the heart of our mission is the belief that we must take care of the healthcare providers who, in turn, care for their patients.

In today's world, healthcare providers face a greater burden than ever before. Their challenges range from complying with data protection requirements, navigating supply chain obstacles, managing personnel and meeting the growing expectation for digital patient engagement. WELL is committed to easing these burdens and by doing so empowering providers to deliver better health outcomes.

To achieve this goal, we remain deeply committed to upholding the highest standards of ESG excellence. This commitment extends not only to the healthcare providers and their patients but also to our own team members, whose contributions are crucial to our success. To guide our efforts, we have established an ESG framework that identifies key areas most relevant to our strategy and ability to drive positive impact.

Our ESG framework and priorities



PRIORITY 1:
Provider support and digital enablement

To improve health outcomes for patients by supporting the provider in offering timely, accessible and high quality patient-centred continuous care



Disciplined governance and risk framework

Maintaining strong oversight and discipline, including management of risk and compliance, across our business activities



PRIORITY 2:
Safeguarding patient data

To safeguard the privacy and security of our patients' data while empowering them to leverage their health information



PRIORITY 3:
A healthy place to work

To uphold a culture built on respect that reflects our diverse people and communities we serve, prioritizes health and wellbeing, and empowers our people to be the best they can be

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About this report

WELL is a purpose-driven business committed to improving health outcomes by empowering both providers and patients. To support our growth strategy and uphold our values, we have implemented an ESG framework that exemplifies our unwavering dedication to fulfilling this mission while aligning with our vision.

Our ESG framework is designed to:

- Drive positive change for patients, providers and our own people
- Minimize negative environmental impacts associated with our business
- Be transparent about our ESG performance
- Progressively improve our ESG performance over time.

Reporting period and organizational boundary

This report is designed for our key stakeholders including investors, partners, regulators and suppliers. It covers all WELL Health business units and subsidiaries for the period of January to December 2022, and unless otherwise stated, performance data, policies and procedures should be assumed to apply to the whole organization across this time period.

Currently our ESG priorities align to and support the following United Nations Sustainable Development Goals (SDGs):



SDG 3: Good health and well-being – Ensure healthy lives and promote well-being for all at all ages



SDG 8: Decent work and economic growth – Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all



SDG 10: Reduced inequalities – Reduce inequality within and among countries



SDG 11: Sustainable cities and communities – Make cities and human settlements inclusive, safe, resilient and sustainable



SDG 12: Responsible consumption and production – Ensure sustainable consumption and production patterns



SDG 13: Climate action – Take urgent action to combat climate change and its impacts

This report reflects the current status of our ESG reporting and is based on readily available data. We aim to evolve reporting across all of our business units in future reports.

All financial information is reported in Canadian dollars unless otherwise specified.

ESG reporting standards

Several global ESG standards, including the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) Health Care Delivery and Software & IT Services Industry Standards, have been considered and referred to during development of this report. We intend to work towards alignment to one or more of these standards in our future reporting years.

Forward-looking statements

As used in this ESG report and unless otherwise indicated, the terms we, us, our, Company and WELL refer to WELL Health Technologies Corp. and its direct and indirect subsidiaries set out later in this report. Certain statements in this ESG report constitute forward-looking statements within the meaning of applicable securities laws. This report contains forward-looking statements addressing expectations, prospects, estimates and other matters that are dependent on future events or developments. These statements may be identified by words such as expect, anticipate, intend, plan, believe, will, should, could, would, project, continue, likely, commit to or other words or expressions of similar meaning, although not all forward-looking statements contain such terms. Actual results may differ materially from those projected, anticipated or implied in forward-looking statements due to a variety of factors. Forward-looking statements speak only as of the date this document is first published. Except to the extent required by applicable law, WELL undertakes no obligation to update or revise any forward-looking statement. Forward-looking statements are aspirational and not guarantees or promises that goals or targets will be met. Investors are cautioned not to place undue reliance on any forward-looking statements.

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Our commitment to good governance and integrity

Our focus on environmental, social and governance (ESG) accountability begins with a strong foundation of governance and risk management. We acknowledge the significance of ethical conduct and adhere to the highest standards of governance and integrity in every aspect of our operations.

As an integral part of our ESG framework, we maintain a disciplined governance and risk framework that incorporates strong oversight, including careful management of risk and compliance, across all of our business activities.

Why does this matter to WELL?

As a rapidly growing company with a shared services model, we rely on robust governance and processes to effectively manage risk and maintain performance standards across our operations. Our approach involves conducting a rigorous selection and due diligence process for potential acquisitions, ensuring that every company meets specific financial, strategic and cultural standards, among other requirements. We also carefully assess which services can be centralized or decentralized to foster efficiencies, technology improvements and synergies while retaining oversight. Given the importance of provider and patient trust in the digital health sector, we prioritize compliance leadership by fully adhering to all applicable legislation and regulations and have implemented policies to promote transparency, accountability and strong ethical conduct.

The core principles of disciplined governance and risk framework include:

- Strong and effective corporate governance, including disclosures and reporting, executive compensation and incentives, ownership structure, and board diversity, skills and independence
- Approach to managing risks and opportunities around ethical business conduct, including core values and standards for interactions with employees, providers, patients and vendors
- Efforts to ensure acquisitions and suppliers adhere to our ESG priorities through screening, due diligence and engagement.

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Corporate governance and ESG accountability

This topic focuses on how WELL is governed, including how we manage ESG within the company. We prioritize maintaining transparent and efficient corporate governance, while also remaining adaptable to support our ongoing growth and development. For us, this topic relates to having a diverse and competent board, ensuring transparency in our operations and enforcing rigorous oversight on ESG issues.

Corporate governance

WELL is led by a seasoned Board of Directors and Executive Leadership Team, who provide leadership across our diverse business units. The board is responsible for supervising the management of WELL’s operations and provides guidance and strategic oversight, including on ESG topics where relevant.

Our Board of Directors comprises five independent directors with extensive experience and expertise in the healthcare and technology industries, as well as in capital markets as investors and advisors. Additionally, our Chairman and CEO sits on the board, offering invaluable leadership and guidance. Together, they bring a wealth of knowledge and insights to the table.

Additionally, we have three board committees:

- **Audit Committee:** Consisting of three directors, this committee is responsible for assisting the board in fulfilling its financial oversight responsibilities, including reviewing WELL’s quarterly and annual financial results and internal control systems. The committee meets quarterly.
- **Compensation Committee:** Consisting of four directors, this committee is responsible for overseeing WELL’s human resources, succession planning and compensation policies and practices.
- **Governance and Risk Committee:** Consisting of three directors, this committee is responsible for assisting the board in fulfilling its corporate governance oversight responsibilities with regard to the identification, evaluation and mitigation of operational, strategic and external environmental risks. The committee has overall responsibility for monitoring and approving the risk policies and associated practices of the company.

Our overall governance structure, including governance for ESG topics, is summarized in the figure to the right.



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Transparency

Our disclosure policy outlines our approach for disclosing information, with a focus on ensuring our information is disseminated widely and in compliance with all relevant legal and regulatory requirements. We also have a Disclosure Committee at the management level that assesses the materiality of information and determines when it should be publicly disclosed.

Acquisitions

We have established a robust system for assessing and managing risks associated with new acquisitions. Our thorough due diligence process includes financial due diligence, which is conducted by an independent third-party advisor for all acquisitions above a certain threshold. Additionally, we screen potential acquisitions for various ESG topics that are covered in this report, such as privacy, cybersecurity and workplace culture. This allows us to make informed decisions about moving forward with acquisitions and how to manage any associated risks or issues.

ESG accountability

Overall accountability for ESG sits at the executive level with our Chief People Officer and our ESG Committee, which comprises executives from various areas of the company. This ensures a diverse range of perspectives and facilitates coordination of ESG activities and initiatives. Additionally, each ESG topic has an assigned lead at the executive or management level.

Responsibilities and governance

WELL's ESG Committee, which is chaired by our Chief People Officer, holds overall accountability for this topic at the executive level.

Performance

WELL disclosed key corporate governance information in our information circular, which was distributed to shareholders in advance of our annual general meeting and which is on [sedar.com](https://www.wellhealthtechnologies.com/sedar.com).

These disclosures include:

- Board committee charters and membership
- Compensation and tenure of board directors
- Compensation of named executive officers
- Compensation approach, philosophy and governance.



In the realm of health technology, we have a responsibility in supporting women as catalysts of innovation and transformation. By fostering an inclusive ecosystem that empowers and amplifies women's voices, we unlock a multitude of transformative possibilities to further empower healthcare providers and patients to improve health outcomes.

– Eva Fong, Chief Financial Officer

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The following table provides diversity information relating to WELL's board members and leadership team for 2022 (with comparison to 2021 where available) in terms of gender, ethnicity and independence.

Diversity information relating to WELL's Board of Directors and Leadership Team, 2022

	Board members (%)		Total WELL leaders (%) ¹
	2021	2022	2022
GENDER			
Female	20	33 ³	50
Male	80	67	48
Not specified	0	0	2
Total	100	100	100
ETHNICITY			
Member of a visible minority	40	50	n/a
Not a member of a visible minority	60	50	n/a
Not specified	0	0	n/a
Total	100	100	
INDEPENDENCE			
Independent	80	83	
Not independent	20	17	
Not specified	0	0	
Total	100	100	

WELL leaders (breakdown by role)

	Senior executives (%) ²		Executives (%)	Directors and managers (%)
	2021	2022	2022	2022
WELL leaders (breakdown by role)				
Senior executives	19	11	20	59
Executives	81	89	73	39
Directors and managers	0	0	7	2
Total	100	100	100	100
WELL leaders (breakdown by role)				
Senior executives	70	39	n/a	n/a
Executives	30	61	n/a	n/a
Directors and managers	0	0	n/a	n/a
Total	100	100		

- 1 Total WELL leaders includes senior executives, executives, directors and managers. Data for the full leadership team was not available for 2021.
- 2 Data for 2021 indicates senior executives based at our corporate office, whereas 2022 data includes both senior executives and business unit leaders.
- 3 In early 2022, WELL demonstrated its commitment to achieving at least 33% female representation on its board with the addition of [another female director](#).

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Ethics and compliance

As a purpose-driven company, we place great importance on acting with integrity and being a responsible corporate citizen. We firmly believe that building and sustaining a culture of strong ethics and compliance is a shared commitment among all team members across the organization. To this end, we have put policies and procedures in place to ensure we adhere to applicable laws and regulations. We are scrupulous about complying with all relevant legal and regulatory requirements, including the Committee of Sponsoring Organizations (COSO) framework requirements, financial and accounting regulations, and local labour and human rights laws in the jurisdictions where we operate. Our dedication to these principles reflects our ongoing efforts to uphold accountability and the highest standards of ethical conduct at WELL.

Our employee handbook sets out the expectations we have for our team members, including our standards of employee conduct, which all team members must sign. We also have various policies in place to address ethics and compliance concerns, such as a whistleblower policy, bribery and corruption policy, ethical marketing and sales policy, expenditure policy, and travel and entertainment policy. Some business units also have their own employee handbooks, which contain specific policies relevant to their clinical setting. To ensure that our team members fully understand their responsibilities with respect to the protection of people’s personal information, we are in the process of finalizing a revitalized privacy and breach response training program. This program will provide comprehensive training to all team members, further emphasizing our commitment to maintaining a culture of strong ethics and compliance at WELL.

Our expenditure policy outlines specific requirements for purchasing goods and services to ensure that the proper approvals are obtained before any purchases are made. In cases where there are repeat supply arrangements, contracts and agreements may only be signed by the business unit owners who are responsible for ensuring that the contract adheres to WELL’s policies and procedures.



Responsibilities and governance

WELL’s Director of Legal and Privacy holds overall accountability for this topic at the executive level.

Performance

In 2021, WELL’s activities in relation to this topic focused on ensuring legal and regulatory compliance and developing policies and guidance to embed this across the WELL family.

In 2022, we began developing an artificial intelligence framework to ensure that the development, adoption and deployment of artificial intelligence and machine learning systems across WELL and its business units and products are carried out in an ethical and strategic manner that places the patient’s right to privacy in the centre of the analysis.

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Sourcing sustainably and ethically

WELL’s network of clinics requires a substantial amount of equipment, medication supplies and general products and services. Although certain healthcare products and services are available from a limited number of suppliers, we make sure that our suppliers meet our minimum standards. We also seek out sustainable procurement opportunities whenever possible.

We recognize that our procurement practices can have a direct or indirect impact on the environment, our communities and the workers within our supply chain. We plan to establish a sustainable procurement initiative that ensures our suppliers comply with our ESG requirements and, where possible, contribute to our ESG objectives.

Responsibilities and governance

WELL’s Chief Operating Officer is accountable for this topic at the executive level.

Performance

As part of the development of sustainable procurement practices, we are identifying opportunities for formal performance measurement and will be reporting on this topic in future ESG reports.

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ESG PRIORITY 1

Provider support and digital **ENABLEMENT**

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Supporting healthcare providers with technology

As a company dedicated to supporting the work of healthcare providers with advanced technology, WELL looks for ways to turn challenges into opportunities.

In 2022, challenges to the health system remained largely the same as previous years. Key issues continue to include physician burnout, administrative burdens, complex patient needs and limited appointment slots. Our portfolio of purposefully designed digital tools resolves many of these challenges and alleviates the strain on the health system.

Our digital tools help streamline administrative tasks, enabling providers to focus more on patient care and ultimately resulting in reduced stress levels, increased efficiency and improved quality of care. Additionally, our tools help increase capacity by enabling physicians to see more patients, which can make a substantial difference.

Why does this matter to WELL?

Healthcare provider support and digital enablement is at the core of WELL’s mission, vision, purpose and focus. We strive to empower healthcare providers with technology solutions that simplify their work and allow them to focus on delivering accessible and timely high-quality care to patients, which ultimately results in improved health outcomes.

The core principles of provider support and digital enablement include:

- Minimizing burnout with digital solutions that reduce providers’ administrative burden and provide greater flexibility to foster better work-life balance
- Enabling providers to offer more timely and accessible care so that patients receive the attention they need and avoid delays in getting a diagnosis
- Fostering a positive and inclusive healthcare environment that empowers patients to choose a family physician they feel comfortable with, and receive care in safe and private virtual or in-person environments
- Reducing greenhouse gas (GHG) emissions and waste by minimizing the need for physical travel to clinics and consolidating supply chain management, always utilizing stringent protocols to protect patient health information.

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Practitioner enablement platform

Our practitioner enablement platform includes tools and services that enhance clinic efficiency and productivity, promote interoperability with existing clinic systems such as electronic medical records (EMRs) and improve the experience for both physicians and patients. This leads, ultimately, to better health outcomes.

- Physicians can access our practitioner enablement platform in a number of ways:
- They can become a member of a WELL clinic, where they can benefit from our fully managed suite of digital tools and services, allowing them to concentrate solely on providing care
 - They can choose from a selection of our comprehensive tools and services that are available à la carte (such as WELL EMRs like OscarPro and Intrahealth Profile)
 - They can browse our apps.health marketplace and choose from a carefully curated range of service offerings and apps, many of which integrate directly into their EMR for added convenience.

Virtual healthcare delivery

In recent years, virtual healthcare delivery has gained tremendous momentum. The foundation of primary care has always been the patient-physician relationship. However, in a world reshaped by the pandemic this relationship has changed forever, with virtual care, telehealth, text messaging and email becoming common ways to connect patients with physicians. WELL has embraced this shift by supporting both physicians and patients in expanding the medium for the clinical encounter. We prioritize a highly secure and thoughtful approach that ensures confidentiality and a consistent virtual consultation environment, unlike a typical phone appointment.

Our virtual care portfolio includes [VirtualClinic+](#) (VC+), our software-as-a-service (SaaS) product, and our popular virtual care properties such as [Tia Health](#) and [Circle Medical](#), which provide physicians with the flexibility to set their schedules and patients with the ability to easily schedule secure telehealth appointments with available providers. Additionally, our women’s health-focused digital clinic, [Wisp](#), primarily utilizes an asynchronous consultation model, enabling patients to consult with a physician quickly and easily on their ailment and receive appropriate support to alleviate their health concern.

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Our virtual care offering provides many benefits:

- Healthcare providers receive all the benefits of a professionally managed brick-and-mortar walk-in clinic, including medical office assistant support, billing management and referral workflow support. This enables them to optimize their schedules and spend more time with their patients and less time on administrative work.
- Patients can avoid long travel and wait times, which are often a barrier to healthcare access. Individuals with mobility challenges also benefit from having an alternative to in-person care as well as simplified follow-up consultations, prescription renewals and more. Virtual care also helps patients receive prompt medical attention before their conditions deteriorate.

The virtual model also helps to cut down on the resources associated with healthcare by reducing the need for unnecessary travel and the amount of waste produced by clinics.

Healthcare providers supported by WELL

Number of healthcare providers supported by WELL	2021		2022	
	Canada	United States	Canada	United States
Patient Services	1,165	794	1,672	1,283
SaaS and Technology Services	20,000+	0	23,000+	0



Empowering providers for better health outcomes: our 2022 initiatives

In 2022, we undertook several initiatives to empower providers across our primary care clinics in delivering better health outcomes. Some of these initiatives include:

Using Business Intelligence data visualization software to monitor the adoption rate of online booking services. The dashboard's reporting features can measure staff time saved and identify areas for improvement, leading to increased efficiency in staff time and improved patient satisfaction. This program also serves as a change management tool, encouraging staff to adopt new practices and technologies that can improve the clinic's performance.

Switching to a voice over Internet Protocol (VoIP) phone system to track call metrics, such as the number of calls answered within five minutes and the conversion rate of online booking versus phone calls. This allowed us to optimize staff time and increase efficiency.

Implementing a centralized referral system to streamline the referral process and improve patient outcomes. By managing referrals through a single source, we reduce errors, delays and miscommunications, ensuring that patients receive the care they need in a timely and efficient manner.

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Digital enablement is proven to enhance healthcare efficiency

There is ample evidence that suggests the use of digital tools – such as online booking, patient reminders and secure patient messages – increases patient visits and decreases no-show rates. For instance, self-scheduling through online booking has been found to reduce no-show rates by 53 per cent compared to other methods. An [evaluation](#) of two clinics utilizing [Ocean’s](#) online booking system reported a decline in no-show rates by 41 per cent and 82 per cent, respectively. Providers who adopt secure patient-physician messaging have also reported an increase in productivity of more than 10 per cent. Similarly, by using Ocean’s online forms, the University of Toronto was able [to cut the time spent by nurses](#) screening and monitoring students who were patients from 16 hours a day, seven days a week, to 7.5 hours a day, Monday to Friday, by communicating with patients via online forms. Additionally, Ocean’s online booking has been [shown](#) to reduce medical appointment booking costs by roughly 70 per cent.



Because of our scale, WELL is uniquely positioned to have the most consequential positive impact on healthcare delivery in Canada. Our focus every day is on caring for healthcare providers. We empower them with best-in-class tech and services designed to optimize their time so they can place even more focus on their patients and less time on admin.

– Jeremy Mickolwin, Vice President of Clinic Operations

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Access to inclusive care

Our focus is to make healthcare accessible to all. Although healthcare coverage in Canada is almost universal, long wait times, insufficient coverage in rural and remote regions, and a lack of culturally and linguistically appropriate care options can limit accessibility.

Our virtual care services help patients overcome many of these barriers. We have also implemented policies and initiatives, including diversity training, to make sure that in-clinic care is inclusive and welcoming to all individuals. In the U.S., accessibility also includes accepting a broad range of commercial and government insurance plans and having financial assistance policies for those who need it.

Online bookings provide millions with access

When our team faced the challenge of low adoption of online appointment booking, we resolved the issue by switching to Ocean’s more robust online booking platform. This resulted in a smoother clinic workflow and fewer touchpoints between staff and patients for booking, cancellation, re-booking and confirmations. By the end of 2022, approximately 3,000 doctor schedules had been added to the online booking system, representing a 1,246 per cent increase from January 2021, with over 2,600 new doctors joining the platform. This has allowed an estimated 3.9 million new patients across Canada to access online booking services in the past year, based on the assumption that each enabled doctor can serve 1,500 patients.

Virtual visits increase accessibility

We prioritize a safe and inclusive healthcare environment by offering telehealth services in addition to in-clinic services. This ensures that patients can access care from the comfort of their homes, without the need for physical visits to a clinic. This makes it easier for providers to care for patients such as those living in remote or underserved areas, the elderly, immune-compromised individuals, those with mobility or transportation issues and individuals with work or family commitments that make it difficult to attend in-person appointments. Additionally, telehealth services help providers who offer specialized care – such as mental health services or chronic disease management – to connect with patients who live farther away.

Our virtual care platform allows patients to choose their physician when scheduling an appointment (except for certain specialties where physician availability is far more constrained, as is the case with cardiology, sleep and internal medicine). This gives them the flexibility to select a provider based on gender, spoken language or other relevant characteristics. It can also shorten wait times. Our VirtualClinic+, for example, is a fast and secure option for patients in Canada, with an average appointment wait time of less than 1.5 days. This is particularly beneficial for patients who require urgent care, as they can expect to receive an appointment sooner using our platform.

Prioritizing inclusive and accessible healthcare for underserved populations



Circle Medical, one of our U.S. digital clinics, is dedicated to ensuring access to inclusive care by providing services to underserved populations. In 2022 Circle Medical took steps to offer gender-affirming care to trans patients, a community that often experiences stigma and difficulty accessing proper care. Circle Medical trained providers and set up a curriculum to ensure that patients receive the care they need, including hormone therapy. Circle Medical also offers telehealth services, which allow patients to receive care regardless of their location. This is especially beneficial for individuals who may live in areas where certain medical conditions are stigmatized.

Our commitment to offering both in-clinic and telehealth services reflects our dedication to providing inclusive care that addresses the diverse needs of patients across Canada.

Designed for diversity

WELL clinics are committed to creating an inclusive clinical environment that provides equitable treatment and care to a diverse patient population. To achieve this, they have established relevant policies and procedures such as accessible design standards for new clinics and mandatory staff training programs. They also adhere fully to Section 1557 of the U.S. Patient Protection and Affordable Care Act, which prohibits discrimination based on factors such as race, color, national origin, sex, age or disability. Additionally, our clinics accept a wide range of private and government insurance plans and have financial assistance policies and payment plans in place to help patients access necessary clinical care.

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WELL was proud to be a sponsor, funding partner and attendee of The Pacific Region Indigenous Doctors Congress (PRIDoC) in July 2022. This event provided an opportunity for our care providers to better understand issues related to the health and wellness of indigenous communities and nations in the Pacific Region, and to share ways that our technologies can help non-WELL clinics support their patients to address these concerns.

Responsibilities and governance

Our Chief Medical Officer holds overall accountability for this topic at the executive level.

Performance

WELL's performance in access to inclusive care in 2022 is summarized in the following table.

Access to inclusive care in 2022¹

Indicator	2021 performance ²		2022 performance ³	
	Canada	United States	Canada	United States
Percentage of appointments held virtually	50%	34%	49%	68%
Average time to access a virtual appointment	< 1 day		< 1 day	
Average time to access an in-clinic appointment	4 days		4.5 days	

1 Data is collected from our Patient Services business.
 2 All data was collected between April and June 2021.
 3 All data was collected between January and December 2022.

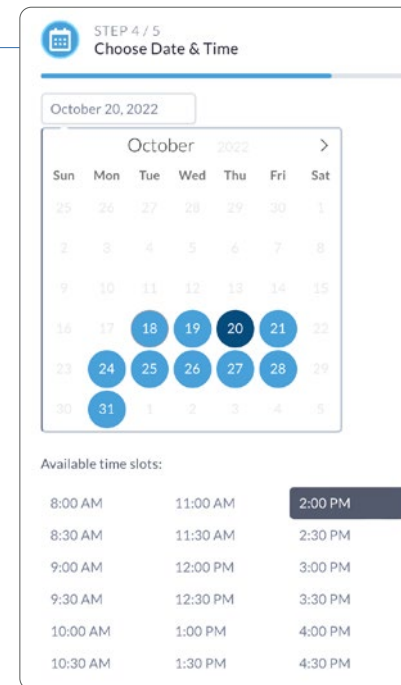
Revolutionizing access to healthcare in Canada with Ocean's eReferral technology

The use of eReferral technology is a crucial tool in improving equity and accessibility to specialty services in the healthcare system. This innovative technology allows patients to access primary care and find specialists who may not have been visible or available otherwise. For instance, Ocean's Healthmap provides users with the ability to search for health services for any patient demographic, resulting in a comprehensive list of all providers in Ontario that offer the required service. In 2022, Ocean received approximately 531,000 eReferrals, or 44,250 per month, leading to the elimination of approximately 420,000 fax pages each month.¹ Digitizing patient data is good for the environment and helps to ensure the [protection of patient privacy](#) through secure and safe transfer of their information.

Use of Ocean has resulted in impressive improvements in care delivery, including a 20 per cent reduction in surgical wait times and a 52-day reduction in wait times for certain referral pathways. Unnecessary MRIs were reduced by 12 per cent.

Demonstrating Ocean's leadership in this area, the Ontario government has chosen Ocean's technology to power its [Ontario eServices Program](#) eReferral rollout. Our team is collaborating with the eHealth Centre of Excellence to assist in overseeing the development and implementation of coordinated access and eReferral in Ontario. With its platform expanding rapidly, Ocean is poised to revolutionize access to healthcare across Canada.

1 This statement assumes that each electronic referral saves 10 pages that otherwise would have been faxed back and forth.



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Ensuring patient safety and quality of care

At WELL, we understand that ensuring patient safety and quality of care requires us to establish policies and procedures that enable our providers to perform their jobs effectively and safely. Ultimately, we ensure that providers practising in our clinic network have access to the necessary tools and resources to provide the highest quality of care to our patients while adhering to strict guidelines and protocols.

WELL clinics operate in full compliance with the standards set by the Physician Office Medical Device Reprocessing Assessments (POMDRA) and have undergone rigorous setup and ongoing evaluations with the College of Physicians and Surgeons of British Columbia. This includes regular audits of clinic processes, policies and procedures to ensure compliance with provincial regulations and standards of care. In 2022, we successfully completed five physician audits, demonstrating our commitment to quality care and patient safety. These audits provide an independent verification that WELL clinics adhere to the highest standards of care and provide safe, effective and compassionate treatment.

In addition to POMDRA compliance and clinic audits, WELL undergoes other independent audits such as the physician practice enhancement program, which validates safe, ethical and competent patient care. By adhering to these rigorous standards, WELL ensures patients receive the highest level of care in a safe and secure environment.

Assuring quality of care

In both Canada and the United States, healthcare providers must be licensed at the provincial or state level and meet specific professional and regulatory requirements to practise medicine. All providers belonging to the WELL family are licensed by their respective professional bodies such as the College of Physicians and Surgeons of British Columbia or the Canadian Association of Radiologists, and are subjected to a pre-employment criminal record check. We also conduct criminal background checks for all new hires at WELL offices. While our existing and long-serving employees are not obligated under Canadian law to go through this process, they are highly encouraged to do so. In addition, all physicians are asked to complete an annual credentialing process, which involves providing a range of information, which is then verified.

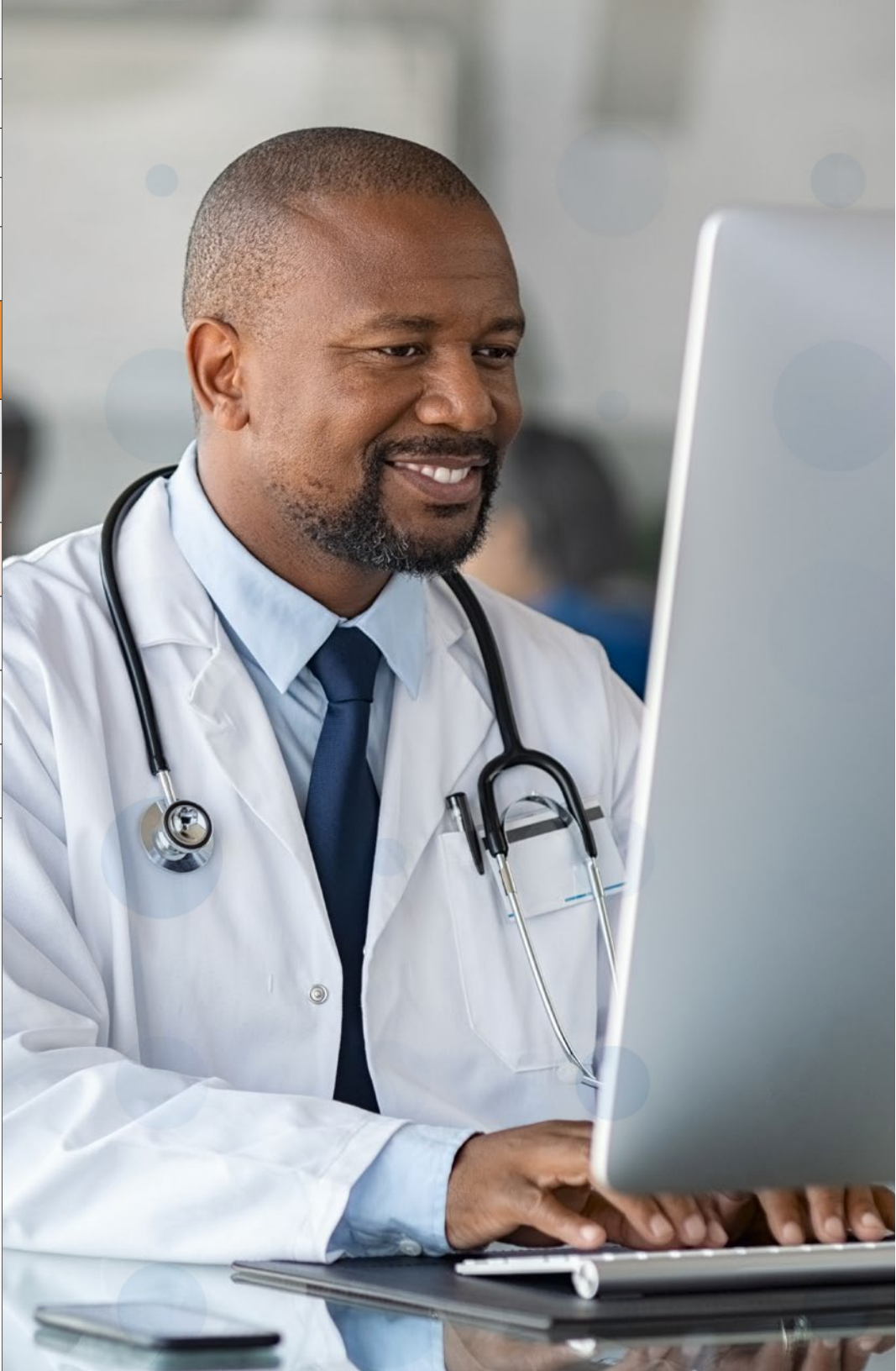
Unique to our Canadian-focused omni-channel primary care service, many providers – including those offering primarily virtual care – are affiliated with a physical clinic. This ensures that patients can receive continuous care, with referrals for in-person appointments and follow-ups when needed. For example, in a case where a virtual appointment isn't sufficient to make a diagnosis, the patient can be referred for an in-person appointment at a WELL physical clinic to ensure they receive the necessary level

MyHealth is the only independent health facility to be Accredited with Commendation by Accreditation Canada, which evaluates healthcare organizations based on national standards of excellence. In recognition of our leadership, the Ontario Association of Cardiologists sought our guidance in developing infection prevention and control policies. This led to a collaboration that supported cardiology offices across the province in developing their own policies.

Supporting physicians with digital screening tools

Our DoctorCare program has many features that help physicians identify patients who require screening for various conditions such as cancer or diabetes. They can also use Ocean tools for screening during patient visits, resulting in improved patient care. For instance, implementing universal smoking screening programs helps increase referrals to smoking cessation programs, which ultimately [reduces smoking rates](#). We have also successfully incorporated Ocean's digital screening tools to conduct mental health screenings, nutrition screenings for elderly people and young children and evaluations of social [determinants of health](#). Notably, when utilized for mental health screening programs, [Ocean's digital screening tools](#) have been shown to save five to 10 minutes of administrative work per patient, allowing physicians more time to discuss next steps with their patients.

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Wisp delivers high-quality care and speedy treatment



Wisp is a fully digital telehealth provider that uses technology to provide a high quality of patient care. From its inception, the company was built to deliver a patient-first experience, with a focus on providing speedy treatment and immediate access to care. To achieve this, Wisp operates on an asynchronous model, which allows patients to access the service 24/7 without an appointment. Patients fill out their information, which is then sent to physicians available across multiple time zones and coverage areas. Wisp has created specialized queues for the different services offered on their provider platform across the 51 jurisdictions it serves. These queues are streamlined to match patients with the appropriate physicians who are licensed to practice in their state. Wisp's systems are also designed to enable physicians to access patient history and medical information quickly and easily, ensuring timely, high-quality care. In urgent cases, Wisp aims to examine cases, recommend treatment and even prescribe medication within three hours. Currently, around 93 per cent of visits are completed within this timeframe.

of care, regardless of whether the provider is affiliated with a physical clinic. Our hybrid model has been carefully developed in consultation with the College of Physicians and Surgeons of British Columbia to ensure that it meets all clinical requirements.

Patient satisfaction

Because enabling providers to provide outstanding care to patients is important to us, all of our clinics have established procedures to obtain patient feedback – a step that helps us continuously improve. The majority of our clinics send patients a text message requesting feedback shortly after each appointment, and our goal is to implement this practice at all WELL clinics. If there are concerns regarding the quality of care, they are addressed by the provider or by a dedicated quality lead or advisor. Patients also have the option to file quality-of-care complaints with the relevant professional body, which initiates a formal process that may involve remedial training for the provider, technologist or any other healthcare professional involved.

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Other ways that our clinics collect patient feedback or measure success include:

- MyHealth has implemented a patient feedback program that requests reviews through Google Reviews, with all patients receiving a link to share their experience. Clinic leaders value this feedback and use it to identify areas for improvement, while also boosting team morale with weekly clinic features. In 2022, MyHealth received 8,366 five-star Google reviews, a 50 per cent increase from the previous year. To date MyHealth has received more than 20,000 Google reviews from patients who have visited clinics throughout Ontario.
- [CRH Medical](#) conducts patient experience surveys with Press Ganey Associates, a national U.S. vendor, and maintains a “top box score” of 90.02 per cent. This indicates the percentage of patients who gave the highest score in their overall anesthesia patient experience assessment.
- Wisp actively collects net promoter scores (NPS) from patients through surveys. In 2022, Wisp further refined their measurement of patient satisfaction by adding a provider NPS alongside their existing company NPS. This approach allowed Wisp to obtain a more detailed understanding of how individual providers are performing in meeting the expectations of their patients. The company achieved an impressive company NPS score of 70 and an even higher provider NPS score of 85, suggesting high levels of patient satisfaction and loyalty.

Responsibilities and governance

Our Chief Medical Officer holds overall accountability for this topic at the executive level.

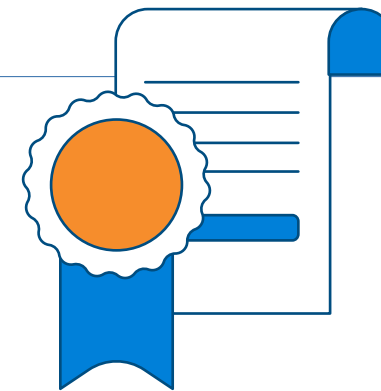
Performance

WELL's performance in ensuring patient safety and quality of care in 2022 is summarized in the following table.

WELL's patient safety and quality of care performance in 2022

Indicator	2021 performance	2022 performance
Percentage of WELL clinics passing a third-party quality audit ¹	100% (8 clinics underwent quality audits in 2021)	100% (16 clinics underwent quality audits in 2022)
Average patient review score	(N/A)	73

¹ Applies to clinics directly controlled by WELL.



Circle and CRH prioritize patient safety and quality of care

Circle Medical and CRH Medical have demonstrated their commitment to providing safe, high-quality healthcare services to their patients.

Circle Medical, for example, has implemented six quality metrics that are reviewed monthly for ways to improve. Circle Medical has also implemented a control mechanism in which a percentage of provider charts are reviewed by an internal quality committee through a peer review process, which translates to better care for patients.

CRH Medical emphasizes quality management and continuous improvement through its ISO-certified O'Regan System and a Quality Management Council, which is responsible for monitoring patient safety and quality improvement initiatives. Any reportable or sentinel events are promptly escalated to the corporate medical director and senior operations leadership for root cause analysis and proactive measures to prevent reoccurrence.

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GHG emissions and resource management

This topic looks at WELL’s environmental impact, as measured by greenhouse gases (GHGs) emitted or avoided, waste produced or diverted from landfill, safe disposal of hazardous waste, and energy efficiency measures. As a healthcare provider, we recognize the challenges of reducing material use in medical practices. Some medical waste, for instance, must be single-use to maintain sterilization and may be non-recyclable. Despite this, we are committed to seeking out opportunities to decrease consumption of resources, minimize waste generation, and monitor and manage the environmental footprint of our activities.

How virtual care supports environmental sustainability

WELL’s business model inherently supports reductions in the environmental footprint of healthcare by enabling the online delivery of patient-facing and back-office services. This helps to reduce GHG emissions that result from travel by patients and providers (i.e. our Scope 3 emissions), and also decreases the amount of waste produced in-clinic. However, it is worth noting that while digitization has the potential to reduce environmental impact, it also has its own impacts, mainly through emissions from energy consumption in IT hardware infrastructure such as data centres (i.e. our Scope 2 emissions) and waste generation.

Our business model also reduces paper and material consumption. Digital documentation helps us eliminate reliance on paper for recording and storing information. Across the WELL network, both providers and patients can access digital records, transactions and reports. By minimizing paper, faxes and non-value-added processes, we reduce our environmental footprint and contribute to a better world.

A [2022 study](#) analyzed the environmental impact of virtual care in Canada. It examined reduced travel distance and associated carbon emissions using data from the 2021 Canadian Digital Health Survey: What Canadians Think, by Canada Health Infoway. The study found that virtual care significantly reduced travel distance and related emissions. It estimated that Canadians had 57.5 million virtual care encounters in 2021, which reduced carbon emissions by 330,000 metric tonnes and avoided 1.2 billion kilometres in travel distance. The study estimated that this is equivalent to taking 72,000 passenger vehicles off the road or providing electricity for 60,000 homes for one year. The study also highlighted virtual care’s potential to reduce negative health outcomes caused by carbon emissions, reaffirming our belief that adopting a virtual care model where possible will have a positive material impact on the healthcare sector’s Scope 3 GHG impacts.

Reducing environmental impact while ensuring safe and secure care



CRH Medical and MyHealth take pride in utilizing the latest technology to deliver exceptional safe and secure patient care while minimizing their environmental impact.

In 2022, for example, CRH Medical piloted Graphium Health’s AnesthesiaEMR™, an electronic medical record system for anesthesia practices, to digitize paper-based service sites and create a more consistent provider experience. The pilot was so successful that CRH Medical plans to expand the use of AnesthesiaEMR™ throughout the enterprise within the next 18 to 36 months.

MyHealth recently adopted e-faxing as a safer and more efficient way to handle faxes and streamline communication processes, reducing paper and packaging usage.

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WELL’s own environmental footprint

WELL remains dedicated to enhancing our understanding and management of our environmental footprint and impact. We are committed to implementing initiatives that make more efficient use of our resources and minimize waste across the WELL network. For instance, streamlining our supply chain has led to efficiencies and waste reduction in our clinics, while our head office has transitioned to being a nearly 100% paperless environment. Payroll activities have historically generated significant paper usage in clinics, so we have shifted our providers to electronic payments, payroll methods, pay stubs and time tracking to reduce paper consumption across the business. Additionally, we prioritize digital and social media in our marketing efforts because they too reduce paper consumption in addition to being accessible and effective communication tools. As part of our efforts to reduce our environmental impact, we have also taken steps such as upgrading to energy-efficient X-ray machines, removing paper usage from ECG machines and reducing the use of radioisotopes in camera equipment. We also encourage individual clinics to prioritize sustainability in their own procurement of goods and services.

Responsibilities and governance

Our Chief Operating Officer holds overall accountability for this topic at the executive level.

Performance

In 2022, WELL’s performance measurement for this topic was limited to specific initiatives aimed at reducing our consumption of resources, as highlighted above. In 2023 and beyond, we will work towards more comprehensive and specific tracking of our environmental footprint, with the aim of reporting formally on our progress in the future.

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ESG PRIORITY 2

SAFEGUARDING patient data

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Passionate about data security

At the heart of our mission to positively impact health outcomes is our commitment to safeguard the privacy and security of our patients’ data, while empowering them to manage their health by providing access to their own health information.

The healthcare sector is highly susceptible to cyberattacks and data breaches, and patient healthcare information (PHI) is a major target for cybercriminals. A [2022 study](#) reveals that the cost of a breach in the healthcare industry has increased by 42 per cent since 2020. The healthcare industry has had the highest average data breach cost for 12 consecutive years, averaging \$10.1 million in 2022 alone. This emphasizes the need for strong cybersecurity measures and proactive efforts to protect patient privacy and data.

We are committed to utilizing the latest cybersecurity tools and technologies available to accomplish this, not only within our organization, but also across the broader healthcare industry. Recognizing that cybersecurity may not be familiar territory for many clinicians, we have developed a managed services offering, in partnership with our cybersecurity businesses [Cycura](#) and [Source 44](#), that provides third-party clinics with essential tools and support to protect them against cyber threats.

Why does this matter to WELL?

At our core, we strive to elevate the standard of data protection available to providers in the healthcare industry. As a digitally enabled healthcare company, we recognize our responsibility to patients to maintain the highest standard of data protection and privacy of their data. At the same time, we believe in empowering patients with valuable insights derived from their data to enable them to proactively manage their health. By prioritizing data security and leveraging data insights, we aim to drive positive outcomes for the healthcare industry and individuals alike.

The core principles of safeguarding patient data include:

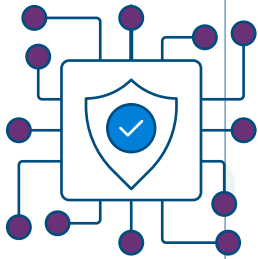
- Implementing safeguards to protect the integrity, confidentiality and availability of patient health information
- Complying with the privacy regulations of the jurisdictions we operate in
- Elevating the level of cybersecurity and patient data protection among acquisitions and providers accessing our software
- Championing responsible innovation to help patients be more proactive in their own care (democratization of health data).

Within our own network of clinics, we employ these tools to safeguard PHI, as well as the information of our healthcare providers. By prioritizing data privacy and security, and empowering patients to manage their health, we aim to contribute to improved health outcomes and a healthier future for all.

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Taking a proactive approach to strengthen security defenses



A recent addition to our security program is the implementation of a Red Team. The team’s mandate is to continuously test our defenses and identify and address vulnerabilities and other issues. Through this program, we have not only identified opportunities to improve and enhance the security of our own systems, but also those of our service providers and partners. We have worked closely with these third-party vendors to correct the issues and ensure that patient data remains protected. One example of the program’s success occurred when a zero-day vulnerability was discovered in a third-party vendor’s product. The Red Team engaged with the vendor and followed responsible disclosure practices to have the issue remediated. Overall, the Red Team program has become an invaluable part of our security strategy, helping us stay ahead of potential threats and ensuring that our systems remain secure to achieve our goal of protecting patient data.



At WELL, we are always refining our processes and programs by assessing new technologies and implementing cutting-edge security approaches to stay ahead of evolving threats. Our team has dedicated significant effort in the past year towards enhancing security operations through process improvement and modernization.

– Iain Paterson, Chief Information Security Officer

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Privacy and data protection

WELL has a comprehensive suite of data security policies and processes to help protect the confidentiality of patient health information. Our policies for employee acceptable use and bring your own device are designed to protect the WELL network from external cybersecurity threats, while our breach and incident response plan outlines the necessary steps to respond to any cybersecurity incident that may occur. Additionally, we have a medical practice and records policy, as well as an access to personal information policy and procedure that provide specific guidance and protections for accessing medical and personal information. These policies are supported by a cybersecurity monitoring platform that helps us detect suspicious activity, correlate it with threat intelligence data, and trigger early notifications and responses. In 2022, we initiated plans to implement a modern governance, risk and compliance (GRC) approach as part of our ISO 27001 certified data security management systems, with the intention of rolling out this initiative in 2023.

Our U.S. clinics uphold best-in-class data security standards and comply with the Health Insurance Portability and Accountability Act (HIPAA). Additionally, CRH Medical, one of our U.S. businesses, has a compliance plan that covers privacy and data protection policies consistent with the guidelines of the Office of the Inspector General.

All WELL staff, including healthcare providers, are required to undergo mandatory annual third-party training in cybersecurity. The training is designed to provide in-depth information about cybersecurity and to ensure everyone is aware of their responsibility in safeguarding patient information. In 2022, we transitioned to a new cybersecurity and privacy training platform that incorporates simulated phishing campaigns. We have observed that this training has been more effective, as evidenced by the improved response of employees to the training. For instance, the number of staff members clicking on phishing emails has decreased by 12 per cent.

Cybersecurity in our acquisitions

At WELL, we prioritize privacy and data protection by investing in the elevation of cybersecurity standards at every clinic we acquire. Throughout 2022, we continued to make significant progress in enhancing our acquisition process by leveraging the security tools that are integral to WELL's security posture management.

Before incorporating any virtual or physical clinic into our network, we conduct a formal due diligence process which ensures that potential acquisition targets do not pose a



Enhancing our enterprise-wide risk reporting approach

In 2022, WELL devised a new approach to report enterprise risks, including cybersecurity, to our board. The plan involved soliciting inputs from various departments within the organization, including e-business leaders, and providing them with a standardized process for assessing all facets of risks in their respective areas. This data was subsequently aggregated to generate an enterprise-wide risk dashboard. As a result, the team can now measure risks more accurately at the individual subsidiary level, enabling them to prioritize remedial actions based on the extent of the exposure.

cybersecurity threat. We follow a clear and thorough process, outlining key workflows and authorizations at each stage of the acquisition process. Our due diligence culminates in identifying the required closing conditions for the acquisition to proceed and an IT integration process if the conditions are met. Any less critical items identified during our due diligence process are recorded in our corporate risk register and monitored following the acquisition.

We understand that many traditional clinics lack resources and awareness of cybersecurity risks and responsibilities; when we acquire such clinics, we make significant improvements to the level of protection used to secure data. However, we have also rejected numerous acquisition opportunities because we did not believe the target company's cybersecurity risk profile could be elevated sufficiently to meet our standards.

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Safe and reliable innovation

WELL recognizes that digitizing health data entails some risks, but we also see an opportunity to empower patients to take a more active role in their healthcare by providing them with access to their data. By doing so, patients can better understand their health and take measures to improve it, leading to better health outcomes. We believe that the future of healthcare will be characterized by a collaborative approach where both patients and providers leverage healthcare data to achieve positive health outcomes.

Responsibilities and governance

Our Chief Information and Security Officer (CISO) holds overall accountability for this topic at the executive level. For each entity and business unit within WELL Health, one employee is responsible for data privacy and security. Together, these individuals form a central Cybersecurity Committee, whose members receive regular reporting against key performance indicators from across the company. The Board of Directors also receives quarterly reports on cybersecurity as part of its regular operational updates.

Performance

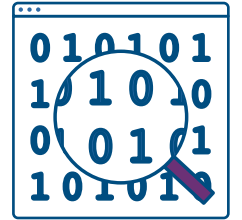
WELL's performance in privacy and data protection in 2022 is summarized in the following table.

WELL's privacy and data protection performance in 2022

Indicator	2021 performance	2022 performance
Percentage of companies in WELL's EMR Group that are certified in ISO 13284 and ISO 13485	100%	100%
Number of reportable data breaches	0	0
Monetary losses as a result of legal proceedings associated with data security and privacy	\$0	\$0
Percentage of registered ¹ WELL Health employees who completed training in cybersecurity	81%	87%
Number of healthcare providers protected in WELL's platform	21,000+	23,000+
Number of patients' personal information protected ²	23 million+	25 million+

1 Registered refers to registration for WELL Health's training platform.
 2 These numbers have not been de-duplicated across different EMR platforms due to patient privacy concerns. These numbers also exclude certain backend systems which have not yet been fully integrated for reporting purposes.

MyHealth's robust information risk management protocols



MyHealth takes information risk management seriously and has established protocols and structures to ensure the security and privacy of both patient and organizational data. They provide regular training and guidelines to all staff to guard against cybersecurity risks and to comply with Personal Health Information Protection Act (PIHIPA) regulations. In addition, MyHealth conducts privacy incident management, including root cause analysis and corrective actions, to avoid or manage any privacy breaches.



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Caring for our team

We strive to maintain a culture of respect at WELL, one that reflects the diversity of our people and the communities we serve, prioritizes health and well-being and empowers our team members – including employees, consultants and healthcare providers – to be the best they can be.

Our ultimate goal is to make WELL an even healthier place to work by continuously improving our work environment and ensuring the well-being of all team members.

Our Chief People Officer, Shane Sabatino, brings over 25 years of experience to WELL, and his leadership has been instrumental in designing and implementing programs and policies that prioritize the well-being of our team members. Shane played a pivotal role in launching our comprehensive environmental, social and governance (ESG) program, which is an essential component of our growth strategy. Our commitment to ESG excellence is rooted in our purpose-driven approach to making a positive impact on the world. This shared commitment unites our team, partners, providers and shareholders.

Why does this matter to WELL?

At WELL, our mission to improve health outcomes includes prioritizing the well-being of our team members. Healthcare professionals often face numerous challenges that can affect their health and well-being, which is why we are committed to creating a safe and healthy workplace environment that enables our team members to perform at their best. To achieve this goal, we are dedicated to fostering a culture of respect where every team member feels valued, included and supported to reach their full potential.

The core principles of a healthy place to work include:

- Building a diverse workforce in terms of race, gender, disability, sexual orientation and spiritual beliefs, and a culture that values the unique contributions of all team members
- Caring for the caretaker by reducing rates of workplace injury and illness (including mental health issues and burnout) through training, proactive management and measures to alleviate the administrative burden on providers
- Ensuring continued availability of skilled top talent through recruitment, attraction, development and retention programs and policies.

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Diverse, equitable and inclusive workplace

At WELL, we understand that the most effective way to serve our diverse patient communities is by reflecting that diversity within our own organization. To create a workplace that is diverse, equitable and inclusive, we actively seek to recruit and develop employees from diverse backgrounds while maintaining a safe and respectful work environment that does not tolerate discrimination or harassment.

Diversity begins with recruitment

When it comes to diversity, we believe in leading by example. We strive to create teams that bring together individuals with diverse backgrounds, knowledge and experiences. This commitment begins with our recruitment process, where we accompany every job posting with a statement of equal opportunity that reflects our ethos:

WELL is committed to supporting a diverse, inclusive and accessible workplace. We welcome and celebrate the diversity of our team members across ability, race, gender identity, sexual orientation and perspective. We strive to create an inclusive workplace where differences are celebrated and fuel our success – this is the WELL way.

Fostering an inclusive workplace

We believe that every team member has the right to work in a psychologically safe and respectful environment, which is a basic right across the WELL family. Our comprehensive human rights policy, as well as our workplace violence, discrimination, bullying and harassment policy, outlines our approach to preventing and addressing these issues in the workplace. The latter policy applies to all members of our team including contractors and consultants and includes a formal reporting and investigation process for cases of recurring violence, discrimination, bullying or harassment.

On September 30, 2022, we commemorated the National Day for Truth and Reconciliation with an all-hands meeting that featured guest speaker Elmer Ghostkeeper, who was originally from Paddle Prairie and is now a member of Buffalo Lake Métis Settlement.



Wisp builds a diverse and representative workforce

Wisp places great significance on having a diverse workforce and strives to establish a company that reflects their patient base. This is especially important since Wisp caters to a women’s health community where nearly 90 per cent of patients are women or individuals who identify as women. Wisp adopts a proactive approach to recruitment, focusing on active sourcing strategies and filtering diverse backgrounds and experiences, to create a representative employee base at all levels.

He is a long-time Councillor in Buffalo Lake, the former President of the Alberta Federation of Métis Settlements Associations and served as regional manager of Aboriginal Health Services for the Capital Health Authority in Edmonton. He spoke to our team about the significance of the day and shared the stories behind it.

We also sponsored 30 WELL team members to attend The Art of Leadership for Women conference, where exceptional female leaders shared their inspiring stories. We are committed to continuing our sponsorship of the conference annually and expanding our support for women in the workplace through the establishment of the WELL Women’s Committee in 2023. This committee will organize events and programs aimed at reinforcing our commitment to empowering and supporting women’s leadership at WELL.

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Responsibilities and governance

Our Chief People Officer holds overall accountability for this topic at the executive level.

Performance

A breakdown of the diversity of WELL's team members in terms of gender and age is included in the table below.

Breakdown of WELL team members by gender and generation, 2022

Category	YoY	Team members by gender				Team members by generation					
		Female	Male	Not specified	Total	Baby boomers (born from 1946 to 1964)	Generation X (born in 1960s and 1970s)	Millennials (born in 1980s and 1990s)	Generation Z (born in late 1990s and early 2000s)	Not Specified	Total
All team members ¹	2022	62.71	35.91	1.38	100.00	10.43	26.32	34.04	4.91	24.3	100.00
	2021	64.88	35.08	0.04		15.00	36.00	40.00	8.00	N/A	
By employment group											
Clinicians ²	2022	66.68	32.49	0.83	100.00	11.51	25.95	29.51	3.92	29.11	100.00
	2021	69.73	30.27	0.00		18.00	39.00	36.00	7.00	N/A	
Non-clinicians	2022	47.66	48.90	3.44	100.00	6.34	27.69	51.24	8.68	6.05	100.00
	2021	50.76	49.08	0.15		8.00	30.00	10.00	51.00	N/A	
By position type											
Board members	2022	33.33	66.67	0.00	100.00	33.33	66.67	0.00	0.00	0.00	100.00
	2021	20.00	80.00	0.00		40.00	60.00	0.00	0.00	N/A	
Executive team members (C-level and VP)	2022	16.67	79.17	0.00	100.00	10.42	54.17	31.25	0.00	4.17	100.00
	2021	19.15	80.85	0.00		14.00	39.00	48.00	0.00	N/A	
Directors and managers	2022	59.65	38.60	1.75	100.00	7.02	43.28	45.03	1.75	2.92	100.00
	2021	63.81	36.19	0.00		11.00	44.00	45.00	1.00	N/A	
Other team members	2022	67.74	30.42	1.84	100.00	6.25	21.78	54.32	14.16	3.49	100.00
	2021	63.93	35.93	0.14		7.00	26.00	51.00	16.00	N/A	
Providers	2022	61.45	37.48	1.07	100.00	12.59	26.99	23.41	0.60	36.41	100.00
	2021	66.85	33.15	0.00		20.00	41.00	35.00	5.00	N/A	
Advisors	2022	33.33	66.67	0.00	100.00	66.67	0.00	0.00	33.33	0.00	100.00
	2021	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	
Consultants	2022	78.95	21.05	0.00	100.00	0.00	5.26	5.26	5.26	84.21	100.00
	2021	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	
By business line											
Corporate	2022	34.88	65.12	0.00	100.00	9.30	32.56	39.53	18.60	0.00	100.00
	2021	32.31	67.69	0.00		12.00	37.00	37.00	14.00	N/A	
Omni-channel patient services	2022	65.19	33.26	1.55	100.00	12.21	26.88	25.24	4.09	31.58	100.00
	2021	69.60	30.35	0.05		18.00	40.00	35.00	7.00	N/A	
Virtual services	2022	57.89	41.14	0.97	100.00	4.98	23.91	60.92	6.07	4.12	100.00
	2021	52.33	47.67	0.00		7.00	25.00	58.00	10.00	N/A	

¹ Data includes all employees, healthcare providers and consultants within WELL and its subsidiaries, except for some providers of a few subsidiaries. For entities acquired during 2022, data refers to the period following acquisition.

² Clinicians include all healthcare providers and those in support roles, such as clinic managers and medical office assistants.

³ Providers include those who are licensed or authorized to provide healthcare services, such as doctors, nurses and allied health professionals.

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Health, safety and well-being at work

The healthcare sector is highly vulnerable to risks that threaten the health, safety and general well-being of its workforce. At WELL, we prioritize creating a healthy work environment by continuously implementing initiatives aimed at promoting the health, safety and overall well-being of our clinicians and employees so they can continue to excel and thrive in the workplace and beyond. As an example, we have utilized technology to implement measures that streamline clinic operations, saving time for staff and reducing the administrative burden on clinics. These measures are critical in reducing burnout, a common problem in the healthcare industry.

Protecting our people in the workplace

WELL's employee handbook outlines our approach to health and safety. Supervisors are accountable for ensuring that team members adhere to safe work practices and receive proper training in health and safety. In the event of an unsafe working condition that could result in an injury, team members have the right to refuse the work. Additionally, WELL has appointed a health and safety representative to serve as the initial point of contact for any health and safety inquiries or incident reporting.

Caring for our team's mental health and overall well-being

WELL provides a range of well-being initiatives to promote the physical and mental health of all team members and business units. Some of our offerings include:

- **Employee program inspiring culture (EPIC):** This workplace culture program fosters a fun, healthy and collaborative environment at WELL. EPIC is designed and led by internal team members, who initiate social events and health and wellness activities. For example, after three challenging years of pandemic life, WELL was thrilled to host summer picnics in British Columbia and Ontario in 2022. These joyous events brought together a total of nearly 500 team members and their families and provided a much-needed opportunity for everyone to have some fun and relaxation. The picnics helped strengthen our bond as a community, while celebrating our resilience in overcoming the challenges we faced. We look forward to continuing to build on the success of EPIC and creating a workplace culture that inspires and supports our team.

Making a safe and healthy work environment a shared responsibility



At MyHealth, creating a safe and healthy work environment is a shared responsibility. MyHealth's senior management is responsible for enforcing the health and safety policy and ensuring the establishment of Joint Health and Safety Committees as required by law. All MyHealth leaders are accountable for the safety of their supervised employees, including ensuring the safety of equipment and adherence to established safe work practices and procedures. Employees are expected to take ownership of their safety, and the reporting of any concerns is encouraged and empowered. Compliance with all company operating procedures pertaining to health and safety is mandatory for every employee to ensure personal protection. Additionally, contractors, sub-contractors and their workers are expected to meet the company's health and safety program requirements.

- **Bright Breaks well-being program:** WELL maintains its commitment to supporting the physical and mental wellness of our team members through the Bright Breaks program (formerly Bright Path). Bright Breaks offers more than 300 short sessions a week in yoga, fitness, mindfulness and nutrition, each one running five to seven minutes. WELL encourages our team members to participate in these classes during work hours. Taking breaks and exercising can have a positive impact on well-being and productivity.
- **Focus Mental Wellness health program:** WELL's collaboration with and subsequent acquisition of Focus Mental Wellness provides all WELL employees in Canada with access to a mental health program that includes quick access to online therapists.

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Inclusive parental leave policy



In the late summer of 2022, CRH Medical implemented a new family and parental leave policy that aims to support the inclusiveness of fathers and mothers during their childbearing journey. Specifically, CRH Medical now provides two weeks of paid leave to support parents (birth mothers, spouses or registered domestic partners, and adoptive parents) in bonding with their newborn or adopted child. Furthermore, CRH Medical offers an additional two weeks of paid leave (beyond short-term disability) to support birth mothers during their delivery. Prior to the implementation of this formal policy, CRH Medical always supported new parents, but had limited ability to do so beyond allowing the use of accrued paid time off (PTO).

- **Learning sessions:** WELL hosts mental health learning sessions throughout the year to ensure all leaders and team members have the extra support they need to deal with mental health issues in their daily lives. Managers are provided with tools and development to assist team members in finding the help they require, either in the moment or through a certified therapist, as well as any additional support that may be needed.
- **Paid time off:** WELL recognizes the importance of taking time away from work and offers paid time off to allow team members to recharge when needed. Team members are provided with six additional paid days off per year (eight for team members in B.C.), including three paid sick days (five in B.C., based on legislative requirements), two family days and one WELL Day to demonstrate our support for the National Day for Truth and Reconciliation, which they can also use for their well-being. WELL also offers team members one per cent of their work hours as volunteer time off.
- **Abortion travel benefit:** Following the overturn of Roe v. Wade, Wisp introduced a new benefit that covers travel expenses for our U.S. employees who need to travel from restrictive states to neighbouring states where abortion services are legal and safe.



At WELL, we recognize that our care providers are the cornerstone of our organization, and we firmly believe that taking care of them is critical to delivering high-quality care and improving the health ecosystem. That’s why our People and Culture team and Senior Leadership team prioritize the physical and mental health of our care providers. By doing so, we enable them to provide compassionate and effective care to their patients, for the betterment of the overall health ecosystem.”

– Shane Sabatino, Chief People Officer

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Responsibilities and governance

WELL's Chief People Officer holds overall accountability for this topic at the executive level.

Performance

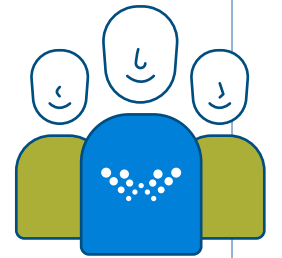
WELL's performance in well-being at work in 2022 is summarized in the following table.

WELL's performance in well-being at work in 2022

Indicator	2022 performance
Percentage of team members who registered for the Bright Breaks program	50%
Number of Bright Breaks sessions taken by WELL employees in 2022	5,569
Number of hours devoted to live or on-demand Bright Breaks in 2022	1,181
Number of therapy sessions WELL team members have taken through Focus Mental Wellness (FMW)	336
Number of FMW therapy sessions WELL has funded to support WELL team members and their family members ¹	294
Number of team members, including family, supported by FMW program	123
Cost of team members' FMW therapy sessions covered by WELL	\$28,132

¹ WELL provided unlimited therapy sessions free of charge to team members through FMW in the months of March, November and December 2022.

Empowering physical and mental well-being



MyHealth is dedicated to creating a culture that supports physical and mental well-being, empowering individuals to lead healthy and rewarding lives. To this end, it offers a range of staff benefits, including an employee assistance program, a comprehensive group benefit program with a healthcare spending account and various paramedical services. MyHealth also provides wellness options through the Bright Breaks program offered by WELL and an employee and family assistance program through HumanaCare for all employees and sub-contractors. In addition, eligible staff members receive paid vacation days and five paid sick days. MyHealth also prioritizes mental health support through the Focus Mental Wellness program offered by WELL. For eligible employees, MyHealth provides family-friendly benefits such as maternity top-up pay for 16 weeks of maternity leave.

Circle Medical provides comprehensive healthcare coverage by paying 100 per cent of the premiums for both employees and their dependents. Given the significant challenge that U.S. healthcare packages pose for most employees, Circle Medical's generous insurance offering ensures that healthcare is not a matter of concern for its team members.

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Employee recruitment, attraction, development and retention

The People and Culture function at WELL covers a wide range of areas across every part of the employee lifecycle, from recruitment to offboarding. As a geographically diverse company that spans two highly competitive sectors – technology and healthcare – it’s essential that WELL excels in attracting, retaining and developing talented individuals by supporting and empowering them to reach their full potential within a healthy and positive work environment.

Recruitment and talent acquisition

To address the growing demand for quality talent, our People and Culture team has a talent acquisition specialist who provides dedicated support for sourcing and securing outstanding individuals.

We also work closely with WELL’s Marketing team to align our strategies and reach potential candidates through social media platforms, including posting job opportunities on LinkedIn and other platforms. This has led to a doubling of our LinkedIn followers in the last year. Our efforts to provide a positive work environment are reflected in our Glassdoor review, which has increased to 4.4 from 2.5.

We have also implemented a recruitment module in our Human Resources Information System (HRIS), which enables us to create an online career centre where internal and external candidates can view and apply for positions across the WELL network. We also offer valuable work experience to co-op students and interns at our head office and subsidiaries each year. Our ongoing commitment to attracting and retaining quality talent supports our continued growth and success.

Onboarding

WELL uses the onboarding experience module in ADP Workforce Now to streamline the process and provide a warm welcome to new hires. The module includes an [overview video](#) of the company by the CEO & COO, a [welcome message](#) from the CPO, and the ability for the new hire to connect with their manager and teammates before their start date.

Retention

WELL values the contribution of our team members and we take every effort to provide a supportive and attractive working environment to foster retention. Some examples:

- WELL offers hybrid and flexible work options for non-clinical team members who can work remotely and our new head office provides hot desks and flex rooms for team members as well as healthy snacks and freshly ground coffee.



Commitment to employee career development

MyHealth is dedicated to creating a workplace that provides opportunities for employees to achieve their career goals. MyHealth recognizes the importance of caring for and investing in their employees, valuing their contributions and perspectives and allowing flexibility to deliver great efforts. MyHealth encourages continuous learning and development, and last year supported over 100 staff members by providing training in new skills and allowing attendance at conferences, webinars and seminars. MyHealth also provides internal training and education enhancement through peer reviews, modality resource leads and radiologist feedback. We are proud to note that MyHealth was recertified in 2022 as a Great Place to Work for the sixth year in a row as well as one of the Best Workplaces in Healthcare.

- Wisp offers a flexible working schedule that concentrates all official working hours into Monday through Thursday, to give employees more autonomy over their schedule. Wisp also has a flexible vacation policy and encourages employees to take breaks to promote work-life balance. Additionally, Wisp empowers employees to work remotely if they wish.
- MyHealth acknowledges the personal responsibilities and commitments of its employees and supports work-life balance by allowing them to manage their schedules. Eligible employees have the option to work remotely and come into the office on a weekly and as-needed basis. This approach was developed with an intention to balance employees’ overall well-being with the need for collaboration.

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- MyHealth offers a family-friendly benefit in the form of a scholarship for eligible employees’ children to support their university studies. The scholarship award ranges from \$2,000 to \$3,000 per student per annum, depending on the field of study. Last year, three scholarship awards were granted to the children of staff members.
- WELL grants equity shares to team members, including providers, through its long-term incentive plan. This provides long-term retention and ownership opportunities for team members. The Shareworks Equity Management System was implemented in February 2022 to provide easy access to shares and better manage the program.
- In 2022, CRH Medical implemented a 401(k) matching program to assist employees in better preparing for their retirement.

Performance management

WELL launched its performance management module in late 2022 at head office and most of the subsidiaries in Canada. The first phase of the program focuses on providing feedback and discussing development opportunities with team members in late 2022.

We also launched a pilot program called WELL University using a learning management system which invited participants to choose from thousands of courses. The aim of the program is to cultivate a learning culture that supports the growth and development of our team members. The pilot program has received positive feedback. We have partnered with Skillssoft Percipio and are working on the full launch of WELL University in mid-2023.

Internal communication

WELL prioritizes keeping all team members, including providers, informed and engaged through a comprehensive internal communication strategy.

We host quarterly all-hands meetings where the CEO, CFO and CPO provide updates on the business, financial performance, and people and culture. In 2022, we added two segments to the agenda to strengthen communication and engagement. The achievement and thank you segment celebrates team member successes and fosters a culture of recognition and appreciation. The business unit spotlight segment highlights how our various healthcare businesses work collaboratively to positively impact health outcomes.

Additionally, WELL introduced a monthly news pulse in 2022 in collaboration with the People and Culture and Marketing teams. This provides team members with more frequent updates and information in an engaging and measurable way. We use HubSpot to create visually appealing content and track engagement levels. Our goal is to create a more informed and connected workforce aligned with our mission of positively impacting health outcomes.

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By continually evolving our communication approach and listening to feedback from our team members, we aim to create a positive and productive work environment where everyone feels valued and informed. Our strategy is ultimately focused on transparency, engagement and recognition to achieve this goal.

Compensation philosophy

We strive to maintain competitive and fair compensation for our team, while also promoting a pay-for-performance approach that recognizes and rewards our top performers. We aim to prioritize pay equity by seeking and addressing unconscious biases in our pay practices and decisions. We also review our compensation programs to maintain compliance with legal and regulatory requirements, and we perform comparative pay analyses to try to ensure that pay is consistent for employees with comparable job grades, geographies, job families and experience. Our pay-for-performance philosophy aims to fairly differentiate compensation based on individual levels of contribution and considers both what was accomplished versus objectives, and how the results were achieved in alignment with our values.

As part of our recruitment and retention efforts, we offer equity in the company as a component of our total compensation packages. We believe that by promoting ownership among our team members, we encourage their active participation in improving WELL, which benefits everyone in our network.

Culture and engagement

WELL's working culture is a top priority, as we believe that engaging our people in our mission is critical to our success as a purpose-driven company. To ensure consistency across all areas of our business, we conduct targeted company cultural assessments of all potential acquisitions before finalizing a deal. Our cultural integration process is designed to respect the existing culture of the business being acquired while also fostering collaboration and cohesion across all parts of our business. This process involves welcome sessions, meet-and-greet events, Q&A opportunities and training sessions to support a smooth transition. Additionally, we emphasize respect throughout our entire organization, providing team members with a work environment that enables them to perform at their best.

In November 2022 we participated in Take Your Kids to Work Day. For this event, team members with children in grade 9 were encouraged to invite their kids to shadow them in their virtual or in-person work. This program is a great way for team members to share their working lives with their kids while inspiring the next generation to consider a career in healthcare and technology.



Employee reward recognition programs

MyHealth and CRH Medical have a number of employee recognition programs to acknowledge the hard work and achievements of staff members. MyHealth provides milestone rewards for work anniversaries, monthly patient care ambassador awards, the superstar club for top performers, spotlight awards and star-of-the-week at various clinics. Similarly, CRH Medical is implementing a quarterly employee reward and recognition program to acknowledge exceptional performance, collegiality and teamwork.

Employee volunteering

We encourage our team members to make a positive impact in their communities. That is why we have pledged to contribute one per cent of our employees' and consultants' time each year to volunteer for social causes that are meaningful to them. This equates to more than 5,400 volunteer hours if fully utilized. By supporting our team members to give back to their communities in ways that matter to them, we are able to create a more engaged and fulfilled workforce while also making a positive impact on society.

Giving back to our communities (WELL cares)

In 2022, WELL took its commitment to giving back to the next level with a number of volunteer and charitable activities. We are proud to have made a meaningful impact in the communities where we live and work. Some highlights from 2022:

- WELL and our team members donated over \$110,000 to UNICEF in March to support humanitarian efforts in Ukraine. This donation helped to protect 7.5 million Ukrainian children and support critical relief efforts in the region.
- WELL clinics organized food drives, fundraisers and the collection and shipment of necessities to support people in Ukraine. Additionally, MyHealth facilitated access to e-medical physicians for Ukrainian refugees across the Greater Toronto Area and in London, Ontario.
- We donated \$10,000 to the Greater Vancouver Food Bank in December 2022.
- The Circle Medical team volunteered at the San Francisco-Marin Food Bank to package food for delivery to local families.

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- WELL was a sponsor of the annual gala for [Mission Possible](#), a non-profit organization in Vancouver that supports people facing barriers to employment. As part of our annual holiday party in January 2023 we hosted a charity casino, where we became an Impact Sponsor of Mission Possible. This involves supporting three individuals in their journey back into the workforce through the Employment Readiness Program.
- We organized a donation campaign to support Red Cross humanitarian relief efforts in Turkiye and Syria. WELL team members and their families donated \$15,455 globally, and WELL matched \$15,000. In total, \$30,455 was donated to help people affected by the deadly earthquakes in the region.

At WELL, we are deeply committed to making a positive impact in the world, and we will continue to support social causes and initiatives that matter to our team members and the communities around us. We believe that by working together and giving back, we can create a better future for all.

Responsibilities and governance

WELL's Chief People Officer holds overall accountability for this topic at the executive level.

Performance

WELL's performance in employee recruitment, development and retention in 2022 is summarized in the following table.

WELL's employee recruitment, development and retention performance in 2022

Indicator	2021 performance	2022 performance
Total number of WELL Health team members ¹	2,892	3,500+
Number of WELL healthcare providers and clinicians	2,300	2,900+
Number of WELL Health non-provider and non-clinician employees	592	726
Voluntary turnover rate ²	WELL Health head office: 11% Overall: 17%	WELL Health head office: 9% Overall: 22%
Total number of volunteer hours available to WELL team members through the one per cent pledge ³	3,868	5,402

¹ Data includes all employees, healthcare providers and consultants within WELL and its subsidiaries.

² Data applies to employees only, not including healthcare providers and consultants, for all of 2022.

³ Based on hours worked. Does not include CRH Medical, MyHealth, Circle Medical, Wisp and ExcellenceMD.



Building strong relationships with care providers

As part of our mission to care for the care providers, we have several programs to engage and retain them.

Our Physician Success Team (PST) aims to create an environment where healthcare providers at WELL clinics can provide the best care to their patients. The team answers questions, responds to requests and provides support in areas such as recruitment, technology and operational efficiency. The PST grew to five team members in 2022, up from one in 2021, demonstrating our commitment to providing a high-quality experience to care providers.

Our Pulse Check campaign helps us gather feedback from providers so we can gauge their satisfaction with matters such as staffing, equipment and systems. We also launched a new ticketing platform that enables our operations team to better support and collaborate with providers in managing their requests and feedback.

We also use a variety of employee engagement measurement tools at the clinic level. For example:

- Circle Medical conducts anonymous surveys on different aspects of the employee experience on a rolling basis, and trends are analyzed by the management team
- Wisp conducts weekly and monthly surveys, and the results are shared with managers and the executive team for review and action
- CRH Medical is rolling out a survey to gather anonymous feedback on work environment, site of service culture, peer relationships and overall experience with the company.

These initiatives help us gain a better understanding of the workplace from the perspective of care providers and clinicians, while continually improving and evolving the support we provide so that we create a satisfying work environment and encourage retention.



Thank you.

If you have any questions or comments regarding this report please [contact us](#).
We would love to hear from you.

To learn more about WELL Health please visit us online at well.company or
visit our online [Environmental, Social and Governance](#) page.



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