



The Future of Healthcare:

Intelligent, Connected & Caring

2024

Sustainability and Impact Report





Mission

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



Vision

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.



Purpose

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.

What's inside



The future of healthcare: intelligent, connected and caring



A message from our CEO



Who we are



Our sustainability and impact program

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.



Sustainability and impact foundation:
Disciplined governance and risk framework



Sustainability and impact priority 1:
Provider support and digital enablement



Sustainability and impact priority 2:
Safeguarding patient data



Sustainability and impact priority 3:
A healthy place to work

The future of healthcare: intelligent, connected and caring

At WELL, we are working on building healthcare that is shaped by intelligence, connection and compassion – principles we bring to life in every tool we build, every clinic we operate and every provider we support – to help make healthcare better for everyone.

We are creating a system that is easier to access, more efficient in delivering care and more responsive to what people need. Through intelligent tools and frictionless workflows, we are giving time back to providers so they can focus on delivering quality care. By connecting patients, clinics, data and decisions, we are making care more coordinated and seamless. And through a people-first approach, we remain grounded in the human side of healthcare by supporting providers, improving access and strengthening the provider-patient relationship.

Together, these priorities contribute to a more resilient, accessible and responsive healthcare system, one designed for the needs of today and the possibilities of tomorrow.



Examples of intelligent, connected and caring healthcare



INTELLIGENT

We use AI, automation and smart tools to reduce friction and simplify workflows so providers can work more efficiently.

**Up to
2 hours/day**

saved with Nexus AI™



CONNECTED

Our platforms link systems, clinics, providers and patients, which breaks down silos and enables seamless, end-to-end care.

**41,000+
providers**

supported by WELLSTAR



CARING

We design with empathy, accessibility and real-world usability in mind, to support meaningful human connection at every stage of the healthcare journey.

**8+ million
patient
interactions**

enhanced by
human-centred tools
in 2024

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Every tool we build is
designed to improve
care quality and ease
the burden on health
professionals.

A MESSAGE FROM OUR CEO

How WELL is shaping the future of healthcare

At WELL, building a more intelligent, connected and caring healthcare system isn't just a goal – it's how we operate every day. It influences everything we do, from how we develop technology to how we support our people.

You see the results of our work when a struggling clinic is able to improve its efficiency and operating performance and is able to stay open to serve patients or when a provider gets time back for a meaningful conversation with a patient. When someone in a remote community accesses care that once felt out of reach. And when our team members feel supported, valued and proud of the work they do.

This year's Sustainability and Impact report reflects the depth of our commitment to this goal and the meaningful progress we have made across all three of our Sustainability and Impact priorities. In 2024 we:

- Resolved high-risk vulnerabilities more quickly and set clear governance standards across all systems, partnerships and acquisitions.
- Expanded and enhanced our lineup of digital tools that reduce friction in care delivery and make providers' work easier.
- Strengthened our cybersecurity and privacy posture in an environment of rising digital risk.
- Focused on building a workplace where people can thrive through inclusive hiring practices, workplace well-being programs and a culture that supports both professional and personal growth.

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Many of these outcomes were made possible by our continued investment in technology and innovation. In 2024, for example, we rebranded our subsidiary, WELL Provider Solutions Group, as WELLSTAR Technologies Corp. (WELLSTAR) and expanded its capabilities through the acquisition of complementary healthcare-focused technology companies – establishing WELLSTAR as a leading Canadian Software-as-a-Service (SaaS) company driving innovation across our national healthcare ecosystem.

WELL also launched the second generation of our AI-powered clinical decision support tools and introduced automation features that have been proven to save providers up to two hours a day. Every tool we build is designed to improve care quality and ease the burden on health professionals. We remain committed to ensuring these solutions are safe, ethical and genuinely useful in the hands of clinicians.

The fact that these tools are meeting a very deep need is reflected in our continued double digit growth in 2024, our significant improvement in free cashflow generation and our expectation that our growth and momentum will continue in 2025. As proud as I am of our technological progress and our financial successes, I’m equally proud of how we continue to show up for each other and our communities. WELL earned Great Place to Work® certifications across numerous areas of the company. And WELL’s team members dedicated thousands of volunteer hours through WELL Cares.

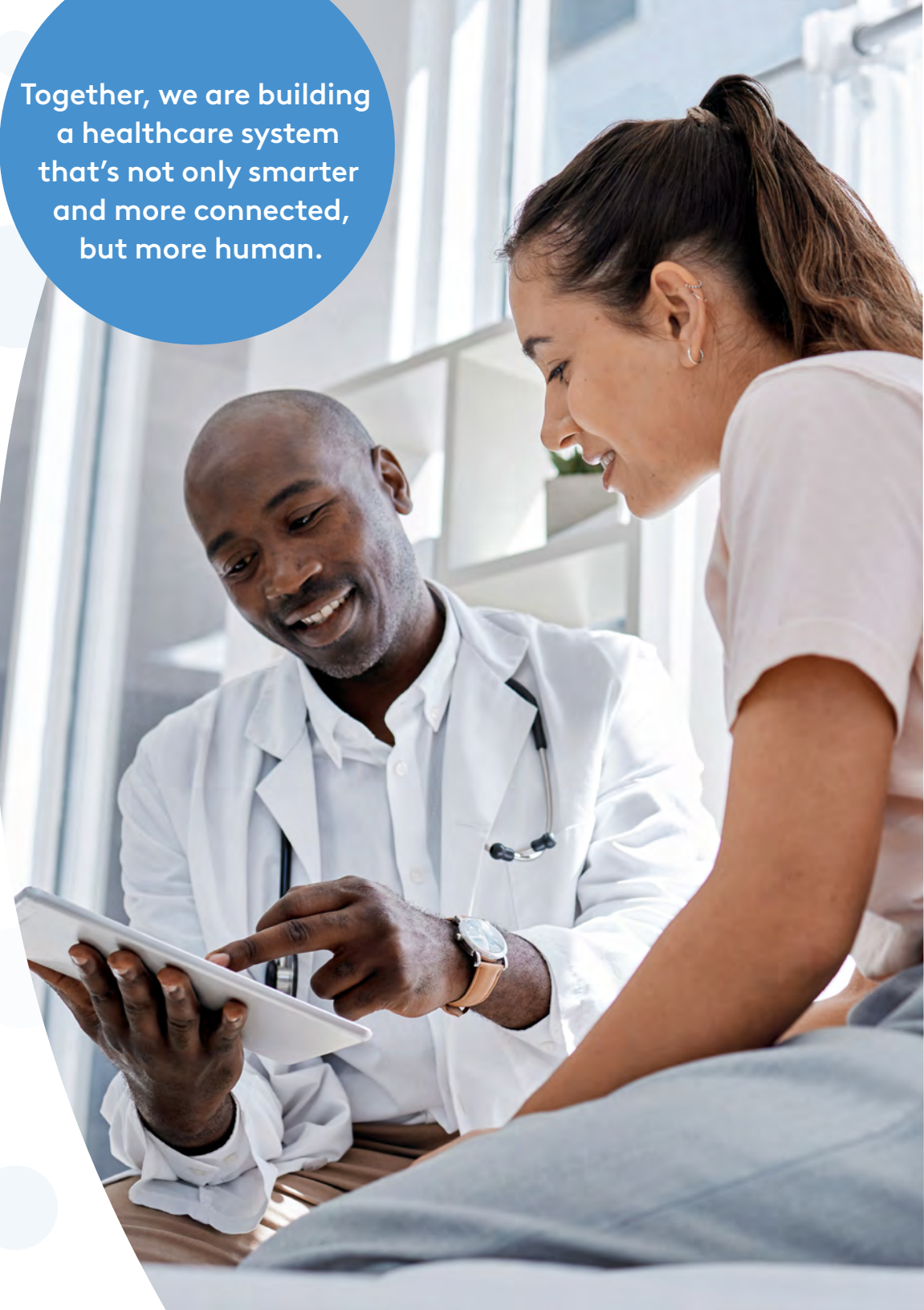
This report is more than a snapshot of progress. It’s a reflection of who we are and who we aspire to be.

To our providers, patients, employees and partners – thank you! Your care, your trust, and your ideas are what move us forward. Together, we are building a healthcare system that’s not only smarter and more connected, but more human.

Best regards,



Hamed Shahbazi
Founder, Chair & CEO



Together, we are building
a healthcare system
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and more connected,
but more human.



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Who we are

Enabling a healthcare system that's connected, intelligent and caring

WELL Health is a purpose-driven healthcare company that is actively transforming how care is delivered, experienced and supported. Our mission is to positively impact health outcomes by empowering providers with best-in-class technology so they can focus on what matters most – delivering quality care to their patients.

We believe providers are the heart of the healthcare system. When they are supported, the system works better for everyone – for patients, for clinics and for communities. Whether providers choose to work within WELL's clinic network or access our technology through the WELLSTAR practitioner enablement SaaS platform, they benefit from tools that simplify clinic workflows, reduce administrative burden and provider burnout, and free up more time for

patient care. This also results in improved patient healthcare experiences.

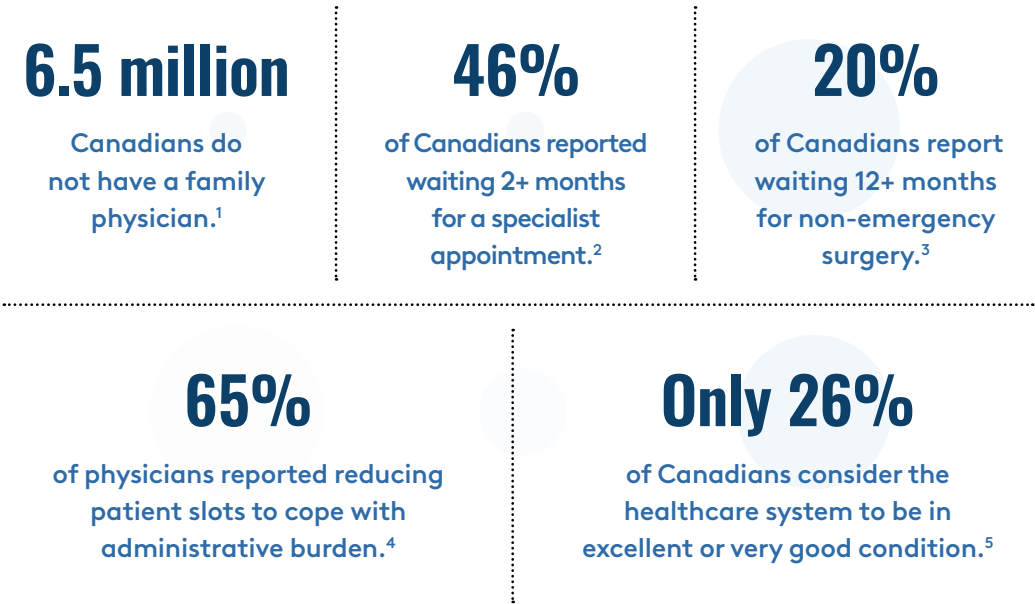
Across more than 230 outpatient medical clinics and millions of patient interactions each year, WELL is advancing a vision of healthcare that is more intelligent, more connected and more caring. Today, more than 41,000 providers use WELL's solutions, including more than 4,100 who practise within the WELL Health Clinic Network, the largest network of outpatient medical clinics in Canada. This growing impact is powered by our team of nearly 4,850 people across Canada and the U.S., united by a shared mission to improve healthcare experiences and support care delivery in a system that urgently needs transformation.

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Responding to a system under strain

Yet even as our impact grows, it is unfolding within a challenging environment. Healthcare systems across North America continue to face the mounting pressures of workforce shortages, staff burnout, limited system interoperability and fragmented care delivery. In many regions, patients are waiting longer for access and providers are spending more time on administrative tasks than on care.

Our role is to equip providers with practical, scalable tools that improve care at every level. From AI-enabled technologies that save hours of providers' time and enhance clinical decision-making, to digital experiences that help patients take greater control of their health, to virtual care platforms that extend reach into the home, and to patient engagement solutions that improve communication and follow-up, each solution is designed to positively impact health outcomes by empowering both patients and their healthcare providers. Our work addresses today's realities while building a healthcare system that is more resilient and responsive to the evolving needs of both patients and providers.



1 OurCare Initiative, February 2024.

2 Commonwealth Fund 2023 International Health Policy Survey, as reported by Fraser Institute, December 2024.

3 Commonwealth Fund 2023 International Health Policy Survey, as reported by Fraser Institute, December 2024.

4 Alberta College of Family Physicians and Alberta Medical Association, December 2023.

5 Canadian Medical Association, January 2025.



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Delivering intelligent, connected care at scale

WELL delivers care through one of North America’s most integrated and technology-enabled healthcare networks. In 2024, our omni-channel model supported 238 clinics and diagnostic centres across Canada and the U.S., combining in-person services, virtual platforms and digital tools to create more coordinated experiences for both patients and providers.

At the core of our technology is WELLSTAR Technologies Corp, formerly WELL Provider Solutions. We rebranded this entity in 2024 to reflect its expanding role in powering intelligent and integrated healthcare. WELLSTAR supports more than 41,000 providers across Canada and the U.S. by embedding practical, modular tools into real-world clinical environments. WELLSTAR’s interoperable platform includes:

- electronic medical records (EMRs)
- billing and revenue cycle management (RCM)
- telehealth infrastructure
- digital patient engagement tools (e.g., online booking, forms, messaging)
- AI-enabled tools for documentation and workflow efficiency

These tools are used at WELL-owned clinics and in independent practices and beyond. As healthcare systems face growing operational pressure, WELLSTAR is enabling a more connected, efficient and resilient care environment.

Growing an integrated Canadian network

WELL remains Canada’s largest outpatient clinic operator, with 210 clinics situated in 130 physical facilities. These locations provide primary, diagnostic and specialty care and allied health services. In 2024, we expanded our footprint across British Columbia, Alberta and Ontario through several key acquisitions, which include:



- **Jack Nathan Medical Corp.’s** Canadian assets, adding 72 clinic locations (13 owned and 59 licensee clinics).
- **The Health Clinic by Shoppers™**, expanding access through trusted retail settings with 10 clinics located in British Columbia and Ontario.
- **Pacific Medical Clinics**, strengthening primary care capacity in British Columbia with three additional primary care clinics.
- **C-health**, adding a network of four diagnostic imaging clinics in Alberta.

Our Canadian network now includes:

- **Primary care and walk-in clinics** (WELL Health Medical Centres, ExcelleMD, Jack Nathan Health, The Health Clinic by Shoppers™, Pacific Medical, plus a number of absorbed clinics.).
- **Diagnostic centres** (WELL Health Diagnostic Centres, C-health).
- **Specialty services** (dermatology, gastroenterology, longevity care, mental health).
- **Allied health services** (physiotherapy, kinesiology, sleep therapy).
- **Virtual care** (Tia Health, WELL Mental Health & Wellness).

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Scaling impact in the U.S.

In the U.S., we continued to scale our omni-channel care model across a growing range of services through WELL Health USA (formerly CRH Medical). In 2024, our patient services portfolio included:

- **Circle Medical**, delivering hybrid primary care which includes virtual care in 32 states and in-person services in 24, with a specialization in mental health care.
- **Wisp**, our virtual women’s health platform, which surpassed one million patients served and expanded its offerings in fertility, menopause and at-home diagnostic testing to ensure equitable access for women across all 50 states.
- **CRH Anesthesia**, providing anesthesia services at 148 ambulatory surgical centres (ASCs) and gastrointestinal (GI) clinics in 19 states.




Incorporating responsible AI into care


Artificial intelligence (AI) is one of the foundational pillars of WELL’s digital enablement strategy. In 2024, we expanded the reach and impact of our WELL Health.ai portfolio, focusing on practical tools that integrate directly into clinical workflows.

These tools are designed to support – not replace – the human connection at the heart of care by helping providers spend less time on administrative tasks so they can devote more time to their patients. Backed by a strong governance framework, all WELL AI tools are developed and governed by our AI Centre of Excellence, which ensures that privacy, consent, transparency and responsible use are embedded throughout their design and implementation.


The following are WELL’s flagship AI tools:



A voice-enabled assistant that automates documentation and charting. Providers report saving up to two hours per day, which can be redirected to patient care or used to reduce after-hours work.



Analyzes electronic medical record (EMR) data to help detect chronic conditions and rare diseases. These insights support earlier intervention and reduce diagnostic delays.



Sorts and summarizes messages and flags priority items in clinical inboxes to reduce cognitive burden and streamline communication.

These tools are already addressing common pain points across the healthcare system, including provider burnout, fragmented communication and administrative overload. They are available through WELLSTAR and are increasingly adopted across both our owned clinics and independent ones.

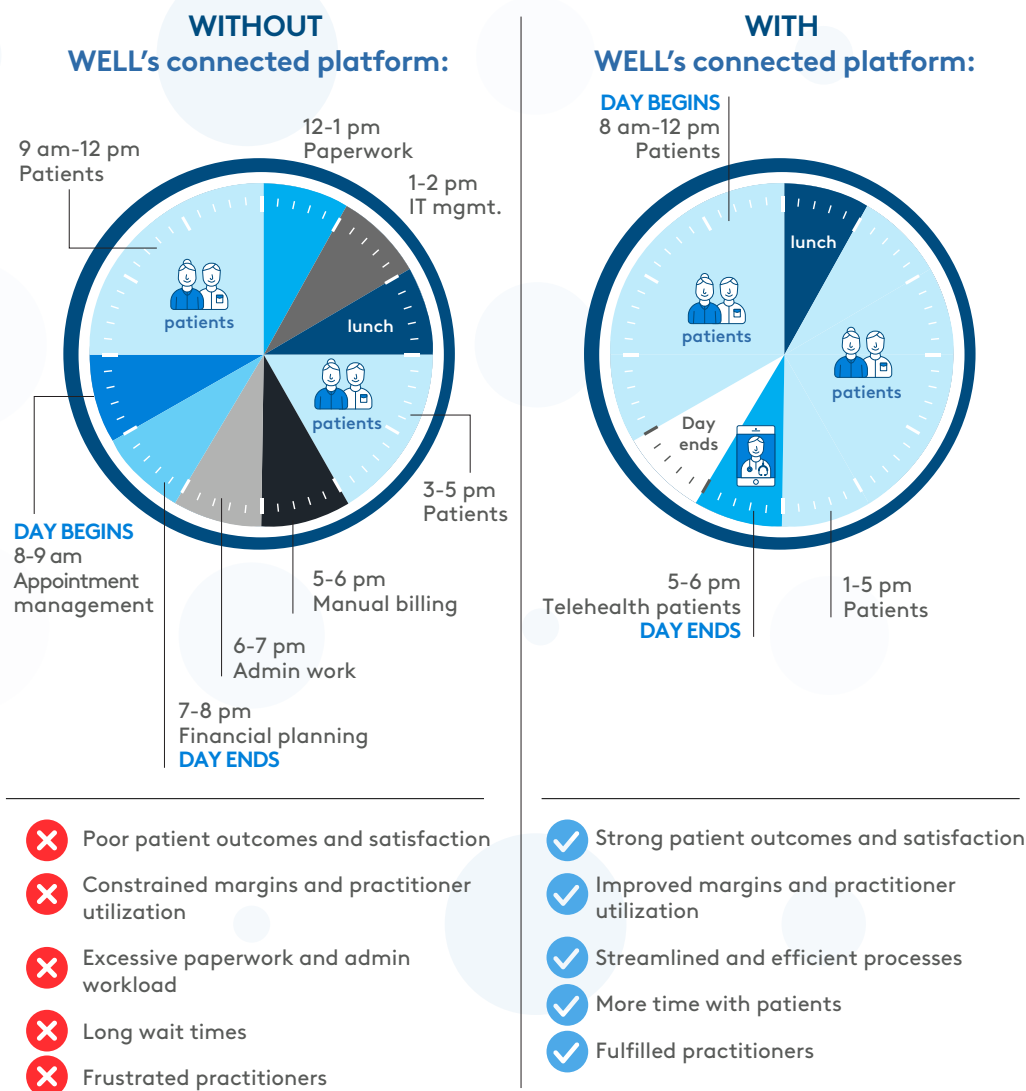
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Looking ahead, we see growing opportunities to extend our AI strategy to support patient empowerment by helping individuals better understand their health, make informed care decisions and navigate their healthcare journeys with greater confidence.

As we scale our AI capabilities, we remain focused on delivering responsible, practical innovations that improve care experiences and help build a more connected and resilient healthcare system that works better for providers, patients and communities.

WELL's intelligent solutions improve care by reducing admin time



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A guide to the WELL Health universe

The WELL Health universe comprises three main revenue-generating business units: Canada Patient Services, WELL Health USA Patient and Provider Services and WELLSTAR. It also includes WELL Ventures Companies, which was created to formalize our commitment to invest in and advance the digitization and modernization of healthcare.



Canada Patient Services

Primary Care Clinics

- WELL Health Medical Centres
- ExcelleMD Clinics
- ExecHealth Medical Clinic
- Inliv

Diagnostic & Specialty Care

- WELL Health Diagnostic Centres
- DERMLab
- WELL Health Hemorrhoid Treatment Centres
- WELL Health Medical & Longevity Centres

Telehealth Services

- Tia Health
- Cardiology Now
- MyDoctor Now
- WELL Mental Health & Wellness (formerly Focus Mental Wellness)

Allied Health

- SleepWorks
- Easy Allied Health
- Spring Medical

WELL Health USA

Patient Services

- Circle Medical
- Wisp
- CRH Anesthesia
- CRH O'Regan for Patients
- CRH O'Regan for Physicians

Provider Services

- Radar Health
- Harmony Anesthesia Staffing

SaaS & Technology

WELLSTAR

EMR

- OSCAR Pro
- Aware MD
- Juno EMR
- Healthquest

Billing & Practice Management

- DoctorCare
- Doctor Services Group
- ClinicAid
- BlueBird IT

Digital Health Apps & Services

- OceanMD
- NexusAI™
- WELL AI Decision Support
- WELL AI Inbox Admin
- Apps.health Marketplace

HEALWELL

AI & Data Science

- Khure Health
- Mutuo
- Pentavere

Healthcare Software

- Intrahealth
- Orion Health
- Verosource

Clinical Research & Patient Services

- BioPharma Services Inc.
- Polyclinic

WELL Ventures Companies

- Bright
- Cherry Health
- ORX Surgical
- Phelix
- Pillway
- Tali AI
- Tap Medical
- Twig Fertility

CyberWELL (Cybersecurity Services)

- Cycura
- Source 44

Other WELL Corporate Websites

- WELL Health Corporate
- WELL Health SI
- WELL Health Stories

Click company names in list for more information.

WELL's connected system grows stronger each year

41,000+

providers enabled by
WELLSTAR

+20%
over 2023

4,100+

providers practising within
the WELL clinic network

+5%
over 2023

238

clinics and diagnostic centres
across Canada and the U.S.

+15%
over 2023

8.3 million+

patient interactions
facilitated in 2024

+36%
over 2023

56

digital health apps
available on the apps.health
marketplace

+2%
over 2023

\$919 million+

in annual revenue

+19%
over 2023

4,840+

team members across
WELL Health

+8%
over 2023

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Embedding responsibility into how we lead and grow

WELL’s sustainability and impact program continues to evolve alongside the growth of our business and the increasing complexity of our operating environment.

As a healthcare technology company, we are committed to operating with integrity, protecting data and privacy, advancing inclusion and supporting a more resilient and intelligent healthcare ecosystem. To guide our efforts, we have developed a sustainability and impact framework that reflects our core mission and integrates responsible business practices into how we govern, operate and grow.

This framework and its priorities are closely aligned with our business purpose. They focus on the areas most critical to our strategy, our ability to create positive impact and our goal of meeting stakeholder expectations. Oversight is provided by a cross-functional committee that strengthens accountability, monitors risks and opportunities and coordinates initiatives related to our sustainability and impact priorities across the organization.

As we continue to grow, we recognize that strong responsible business practices are essential to long-term success. This approach helps us manage non-financial risks, meet evolving regulatory expectations and build lasting trust with providers, patients, partners and investors. By embedding these principles into our operations and strategy, WELL is better positioned to grow responsibly and deliver value across our entire ecosystem.

Our sustainability and impact 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



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



SI FOUNDATION: Disciplined governance and risk framework

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

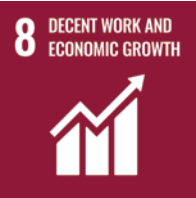
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Our SI priorities align to and support six United Nations Sustainable Development Goals (UN SDGs) in the following ways:



Good Health and Well-being (SDG 3)

WELL is improving patient access, supporting provider capacity and enhancing the overall care experience.



Decent Work and Economic Growth (SDG 8)

We are creating high-quality jobs, supporting provider wellbeing and enabling new care models.



Reduced Inequalities (SDG 10)

WELL is advancing inclusive access to care through digital tools and virtual platforms.



Sustainable Cities and Communities (SDG 11)

We are expanding access in underserved urban and rural areas through omni-channel delivery.



Responsible Consumption and Production (SDG 12)

WELL is embedding digital-first workflows to reduce paper use, streamline care and optimize clinic operations.



Climate Action (SDG 13)

We are minimizing environmental impact through virtual care, remote collaboration and responsible e-waste recycling.



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About this report

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 January 1 to December 31, 2024 and, unless otherwise stated, performance data, metrics, policies and procedures apply for this period across the organization.

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

This report reflects the current status of our SI reporting based on readily available data.

SI reporting standards

This report was developed with reference to several global SI frameworks, including the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) standards for Health Care Delivery and Software & IT Services.

Forward-looking statements

As used in this SI 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 SI 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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SUSTAINABILITY AND IMPACT FOUNDATION

Disciplined governance and risk framework

As a rapidly expanding healthcare organization with a shared services model, we recognize that strong governance and robust risk management processes are essential to maintaining operational integrity and managing regulatory complexity. They also ensure consistent performance across our operations.

Section highlights

Our disciplined governance structure

New policies

Taking a strict approach to ethics and compliance

Managing risk in a time of accelerated growth

Strengthening oversight of vendors and partners

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The importance of good governance and risk management in healthcare

In the healthcare sector – where trust, data security and regulatory oversight are critical – effective governance is essential. WELL’s sustainability and impact (SI) commitment is grounded in a disciplined governance and risk management framework. Our structured approach promotes ethical conduct, regulatory alignment and integrity across our operations.

Oversight is provided in multiple ways: by the board through its engagement with the risk committee; by an enterprise-wide risk management team; and through clear cross-functional accountability. We remain focused on continuously enhancing our governance structure and practices to address emerging risks and regulatory developments while satisfying stakeholder expectations and adopting emerging best practices across the healthcare and technology sectors.

In 2024, we strengthened this foundation by adding two formal policies that support responsible and transparent business practices:

- 1. **AI Policy and Framework.** Outlines principles for the responsible development and deployment of AI, including safeguards to address inherent biases and reinforce privacy protections.
- 2. **Human Rights Policy.** Affirms our commitment to upholding human rights across all our operations and value chain.



Core principles of disciplined governance and risk framework:

- 1. **Adhering to transparent corporate governance,** including disclosures, executive compensation, ownership structure and board composition.
- 2. **Managing risks and opportunities around ethical business conduct,** guided by our core values in interactions with employees, providers, patients and partners.
- 3. **Practising responsible sourcing and integration** to ensure suppliers and acquisitions meet our SI standards.

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WELL’s corporate governance and SI accountability structure

We are committed to transparent, effective corporate governance that supports both operational excellence and long-term value creation. Our governance structure promotes accountability at every level. SI oversight is integrated into our broader governance approach through formal board committee mandates, executive ownership and cross-functional collaboration.

Board governance and oversight

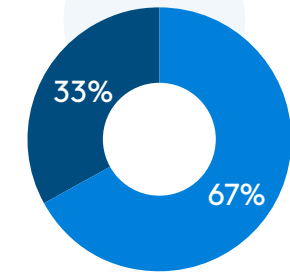
WELL’s experienced Board of Directors and Executive Leadership Team provide strategic oversight across our growing organization, including on SI-related matters. The board plays an active role in setting the tone for responsible leadership, ethical business practices and long-term value creation.

Our board comprises six directors: the Chair (WELL’s CEO) and five independent directors. Each director brings extensive expertise across healthcare, technology and capital markets, collectively contributing a wealth of knowledge that supports informed decision-making and strong governance. A full breakdown of our board and executive leadership composition can be found in the [Appendix](#).

Our overall governance structure, including governance for SI topics, is summarized in the figure on the following page.

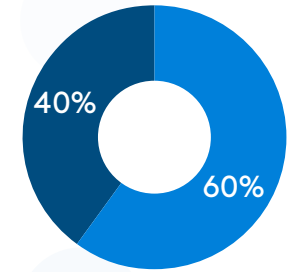
Composition of WELL’s Board of Directors in 2024

GENDER



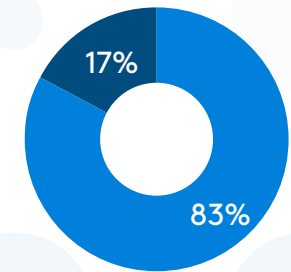
- Male
- Female

ETHNICITY



- Not member of a visible minority
- Member of a visible minority

INDEPENDENCE



- Independent
- Not independent

Numbers may not add to 100% due to rounding.

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Board committees

WELL has three standing board committees. Each provides focused oversight in a key area:

- **Audit Committee (three directors).** Oversees financial reporting and internal controls.
- **Compensation Committee (four directors).** Oversees human resources, succession planning and compensation policies.
- **Governance and Risk Committee (three directors).** Oversees corporate governance and enterprise risk, including SI-related risks.

Each committee met quarterly in 2024, maintaining active oversight of matters within their respective mandates.

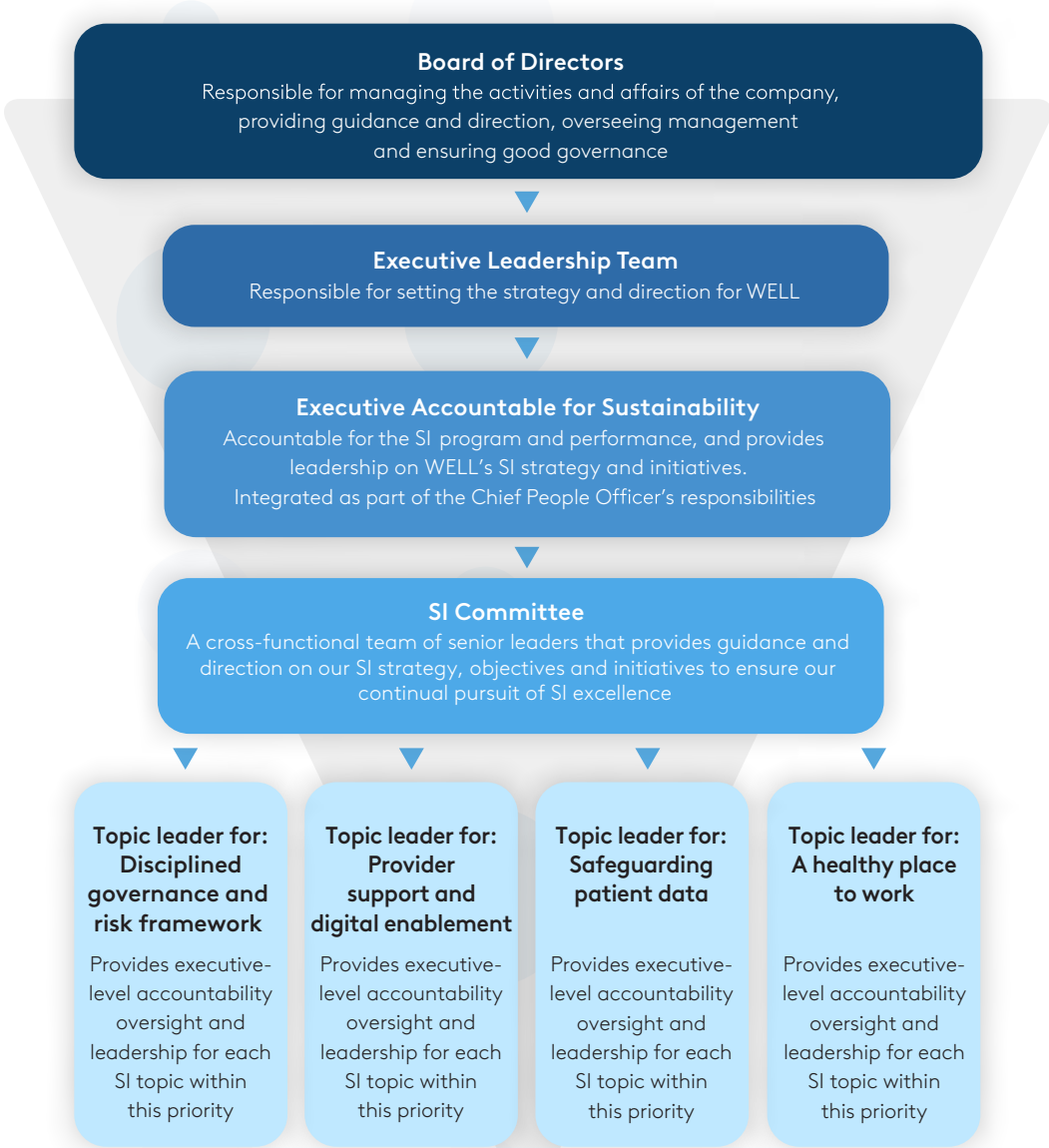
Responsibilities and governance

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

Performance

Key corporate governance disclosures, including board committee charters, director compensation and governance practices, are published annually in WELL’s information circular, available on [SEDAR+](#).

Our SI governance oversight structure



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How we’re advancing a risk management and security culture

We continue to strengthen our enterprise risk management (ERM) practices, embedding a culture of risk awareness, cybersecurity vigilance and accountability across the organization. In 2024, we focused on refining our processes and scaling our systems to keep pace with our growing operations, particularly amid increased acquisition activity.

Building an enterprise-wide culture of security

Risk oversight is led by the Governance and Risk Committee at the board level. Day-to-day risk ownership is embedded across WELL teams and supported by a dedicated enterprise-wide risk management team that sets standards, monitors adherence and provides guidance.

We conduct annual risk assessments for each segment of the business, and prioritize risks and mitigations using likelihood and impact values defined in our shared enterprise risk framework. Risks that exceed the defined risk tolerance are reported quarterly to the board. These reviews help prioritize risks and enhance our ability to respond to emerging threats with agility and confidence. Internal audits of our risk program are completed every year, as well as external audits every two years to ensure continued effectiveness and accountability.

We also continue to build a strong risk culture through initiatives such as:

- Regular education and awareness.
- Company-wide privacy and security training for all staff, as well as one-to-one training at the executive and manager level with the enterprise-wide risk management team.
- Integration of risk considerations into new programs, technologies and operational processes.

Strengthening risk management in acquisitions

With 40 clinic integrations completed in 2024, up from 26 in 2023, our pace of growth has accelerated dramatically. We responded to this momentum by continuing to evolve our mergers and acquisitions (M&A) risk management to ensure each new addition strengthens our ability to forge an intelligent, connected and caring healthcare system.

Our enhanced M&A framework includes:

- **M&A accelerator.** We enhanced our due diligence and integration methodology and automation. The result is improved coordination, consistency and execution across all transactions.
- **Automated tools and structured workflows.** We significantly upgraded our due diligence process through automation, which has resulted in clearer team accountability, more structured action plans, faster risk assessments and improved task tracking.
- **Cybersecurity screening tools.** We introduced tools that enable earlier detection of critical risks and support mitigation actions such as mandating technology upgrades during integration. They include:
 - **Threat hunting tools.** Detect signs of past or ongoing cyber incidents.
 - **Inventory discovery software.** Audits IT environments and flags outdated or vulnerable infrastructure.
- **AI risk assessment.** We updated our M&A questionnaire to include AI-related risk, ensuring new entities align with WELL’s responsible AI principles, privacy requirements and ethical standards.

We also continue to integrate SI considerations into our due diligence process. Each acquisition is assessed for financial, operational and SI risks – including cybersecurity, privacy, human rights and workplace culture. This structured approach supports informed decision-making and effective risk mitigation throughout the lifecycle of each transaction.

Responsibilities and governance

WELL’s Vice President of Enterprise Risk holds overall accountability for this topic at the executive level.

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Guided by a strict code of ethics and compliance

At WELL, integrity and ethical leadership guide our actions across every business unit. We are committed to fostering a culture where compliance is not only expected, but embedded in how we operate, how we lead and how we grow.

Our Employee Handbook, which includes our [Code of Conduct](#), sets clear expectations for the professional behaviour of every person in our organization. All employees are required to acknowledge and agree to its content when they are hired and to reaffirm the Code of Conduct at various times throughout their employment.

In 2024, we enhanced our ethics and compliance program by strengthening governance structures, reinforcing behavioural expectations and preparing for evolving regulatory demands. We maintained compliance with all applicable frameworks, including the Committee of Sponsoring Organizations (COSO) framework, healthcare regulations, privacy legislation and local labour and human rights laws across our jurisdictions.

To stay ahead of growing regulatory complexity – particularly in U.S. healthcare legislation – we continue to invest in external legal and compliance expertise. In Canada, we remain an active participant in Canada Health Infoway, gaining insight into national best practices for health data governance and interoperability.

We also maintain internal ethics and compliance policies on topics that include:

- whistleblower protection
- anti-bribery and corruption
- human rights
- marketing and communications ethics
- travel and expenditure governance

These policies help maintain a strong culture of accountability. They are regularly reviewed and updated to reflect evolving standards.



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We have established formal escalation procedures to report ethical concerns or human rights issues as part of our whistleblower program. These cases are overseen by our CEO, CFO and Vice President of Legal and Privacy, as appropriate.

Reinforcing our commitment to respecting human rights

In 2024, WELL published its first [Human Rights Policy](#), which aligns with internationally recognized standards, including the UN’s Guiding Principles on Business and Human Rights and the International Labour Organization (ILO) Conventions. The policy affirms our commitment to respect human rights across all operations and value chains and is designed to ensure that every part of our organization, including newly acquired clinics, upholds human rights principles from day one.

As we grow, this policy will support a unified approach to ethical decision-making across business units. It ensures we protect vulnerable groups, reinforce accountability and foster a respectful and inclusive workplace environment for everyone in our ecosystem.

Responsibilities and governance

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

Performance

As part of our broader accountability efforts, we monitor adherence to key ethics and human rights benchmarks across all of WELL’s operations throughout the year. We can verify there have been no confirmed human rights violations in the previous year.

WELL’s position on political activities and contributions

WELL does not engage in direct lobbying, political advocacy or political contributions in any of its jurisdictions. We do not donate to political parties, candidates or political action committees (PACs), and we have no current plans to do so.

We do not maintain a formal political activities policy at this time, as our strategy remains focused on delivering healthcare technology solutions through a non-partisan lens. If this position were to change, any future engagement would be subject to internal review and governance oversight to ensure alignment with WELL’s mission and values and all applicable laws and regulations.

We do remain actively engaged in industry associations such as Canada Health Infoway, which may participate in sector-wide policy discussions on behalf of the broader healthcare and technology community.

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Committed to sustainable and ethical sourcing

At WELL, we recognize that responsible sourcing is a critical enabler of safe, secure and ethical healthcare delivery. Our procurement practices reflect our commitment to operational excellence and to working with third-party partners who share our values and meet our requirements concerning security, ethics and responsible innovation.

Our expenditure policy outlines clear procurement standards, including approval protocols and accountability mechanisms for recurring vendor contracts. In 2024, we strengthened our sourcing governance by enhancing vendor oversight and embedding smarter risk detection into our vendor assessment and engagement process.

A key advancement this year was the introduction of an AI-powered vendor risk tool that screens vendors – particularly those handling sensitive data – for potential privacy and security risks. This has enabled more consistent, data-informed decision-making across the procurement lifecycle.

To ensure ongoing alignment with WELL’s expectations, we conduct annual vendor reviews. These may include risk-based questionnaires or third-party certifications, such as SOC 2 or ISO/IEC 27001, depending on the nature and scope of services provided.

Looking ahead, we are exploring how environmental, social and ethical considerations can be incorporated more systematically into our sourcing practices, with the aim of strengthening alignment with WELL’s SI commitments and supporting future supplier engagement.

Responsibilities and governance

WELL’s Senior Vice President of Technology Services holds executive accountability for this topic.



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SUSTAINABILITY AND IMPACT PRIORITY 1

Provider support and digital enablement

At WELL, we believe that strengthening healthcare starts by supporting the people who deliver it – and that care works best when providers are equipped with the right tools and systems, whether they practise in our clinics, deliver care virtually or use WELL’s digital tools at a non-WELL Health clinic.

Section highlights

Expanding AI capabilities to empower providers

How we’re removing barriers to care

Ensuring quality care through clinical excellence

Our environmental initiatives to reduce impact

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Enabling providers to deliver more connected and compassionate care

By embedding intelligent digital tools into daily practice, we’re working to make care delivery easier, more connected and more human, so providers can thrive in a system that too often holds them back from delivering the care they are trained to give.

In 2024, we expanded our AI and automation capabilities, streamlined clinic operations, improved onboarding and scaled digital tools that address provider pain points and strengthen care continuity, for better provider experiences and patient outcomes.

Core principles of provider support and digital enablement:

- 1. **Reduce provider burnout** through intelligent digital tools that ease the administrative burden and give providers more time, flexibility and control over their work to enable better work–life balance.
- 2. **Improve access and care continuity** by equipping providers with tools that enable timely, coordinated services through integrated platforms and automation.
- 3. **Support inclusive, patient-centred care** by fostering safe, private and accessible care environments – both physical and virtual – that respect individual choice and comfort.
- 4. **Minimize environmental impact** by reducing unnecessary travel through virtual care and improving operational efficiency across the clinic network.



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A platform designed for real practice

Our practitioner enablement platform, powered by [WELLSTAR](#), unifies a robust ecosystem of software, services and integrations built for the realities of everyday healthcare delivery. Designed in collaboration with clinicians and continuously refined through provider feedback, the platform offers a comprehensive suite of digital tools that streamline clinic workflows, reduce administrative burden and enhance the quality and accessibility of care.



Whether integrated within a WELL-owned and -operated clinic or accessed à la carte in non-WELL clinics, providers can choose from an evolving portfolio of solutions that support care delivery in ways that work for them. Notable offerings include WELL’s proprietary electronic medical records (EMRs), billing and revenue cycle management, telehealth platforms and patient portals. There is also a growing ecosystem of applications through apps.health – ranging from automated booking and patient messaging to clinical decision support and generative AI scribing.

Each solution is designed with interoperability in mind, to facilitate seamless integration with existing processes and technologies, including EMRs. We recognize that no two practices are the same, and that effective support must reflect the diverse realities of care delivery across Canada and the U.S. WELL’s flexible platform ensures that providers – whether they work in urban clinics, remote communities or virtually – can deliver connected, high-quality care while staying focused on their patients.

For a breakdown of the number of healthcare providers supported by WELL in 2024, see the [Appendix](#).

Optimizing operations at the clinic level

WELL clinics play a key role in integrating and scaling digital solutions that enhance care delivery and operational efficiency. In 2024, we scaled AI-driven solutions that directly address clinic-level challenges – from patient no-shows and administrative burden to follow-up delays and provider coverage gaps. These solutions are designed to fit seamlessly into existing workflows, reduce manual tasks and ensure patients receive timely, high-quality care.

One of these initiatives was the rollout of AI-powered automated patient follow-ups across our clinics. This technology streamlines workflows, improves care continuity and reduces the administrative burden on clinic staff. The system eliminates manual reminders by generating automated SMS and email messages, complete with direct booking links. It also includes an intelligent escalation workflow to ensure no patient is missed. If a booking isn’t made within a specified timeframe (24 hours for urgent cases, 8 days for non-urgent cases), the task is automatically reassigned to medial office assistants (MOAs) or front-desk staff for follow-up, to ensure timely, coordinated care.



Other key innovations include an automated emergency communication tool integrated with [Phelix AI](#). This technology ensures immediate and consistent patient notifications in the event of physician absences, which helps reduce disruptions and maintain clinic efficiency. Combined with the rollout of digital consent management at check-in kiosks, these tools have reduced paperwork, improved compliance and streamlined front-desk workflows.

We also extended our automation efforts to specialty care, transforming high-friction workflows into streamlined processes using tools such as [Ocean](#) and Phelix AI. These changes led to measurable time savings, more consistent patient communications and enhanced data integrity. (For more details on how WELL is automating specialist workflows, see the case study on [page 26](#).)

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CASE STUDY

How WELL is improving care by automating specialist workflows

Context

Specialist clinics often face administrative bottlenecks that impact referral triage, appointment scheduling and patient follow-up. We identified two sites – Westgate (endocrinology) and Bank & Heron (women’s health) – where manual workflows were contributing to inefficiencies, staff burden and inconsistent patient communications.

Challenge

The referral-to-appointment process relied heavily on MOAs to log, review and action referrals; contact patients; issue lab requisitions; send reminders; and schedule follow-ups. These manual processes created delays and increased administrative workload. They also made it difficult to maintain accurate, complete data across the patient journey.

Solution

WELL partnered with clinic teams to redesign workflows and implement automation using Ocean and Phelix to reduce friction and improve care



delivery. Ocean form logic streamlined referral intake and triage, while Phelix AI’s triggered communications supported real-time status updates and automated booking notifications. Additional automation supported requisition delivery, reminder scheduling and follow-up task generation. Clinic-specific cheat sheets, training guides and fallback workflows were created to support long-term adoption.

Impact

The automation program slashed referral intake time in half, saving eight to 12 hours of administrative time per week at each clinic. It also cut manual outbound calls by an astounding 80% and improved booking cadence and data quality. Appointment reminders contributed to a significant reduction in no-shows and last-minute cancellations. Patients reported a better overall experience due to faster, clearer communication. This initiative was so successful that we are planning to expand automation templates to additional specialty clinics.

50%
reduction in referral intake time

8-12
hours/week administrative time saved per clinic

80%
fewer outbound calls

15-20%
reduction in no-shows

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Empowering providers through intelligent tools

AI has become a critical enabler across WELL’s platform. In 2024, we expanded the adoption and capabilities of our [AI solutions](#).



Besides WELL’s EMRs, one of the most widely adopted tools across WELL’s clinics is our ambient scribe technology, which securely transcribes patient encounters, with their consent, and generates medically relevant chart notes. Based on an [independent evaluation by OntarioMD](#), AI scribes including WELL’s Nexus AI demonstrated a reduction of more than 70% in time spent on documentation. Providers reported an average of 3.5 minutes saved per patient encounter, which means they save nearly two hours per day – time they can reinvest in patient care or personal well-being. The study also found improvements in patient interactions, reduced after-hours charting and decreased stress and burnout.



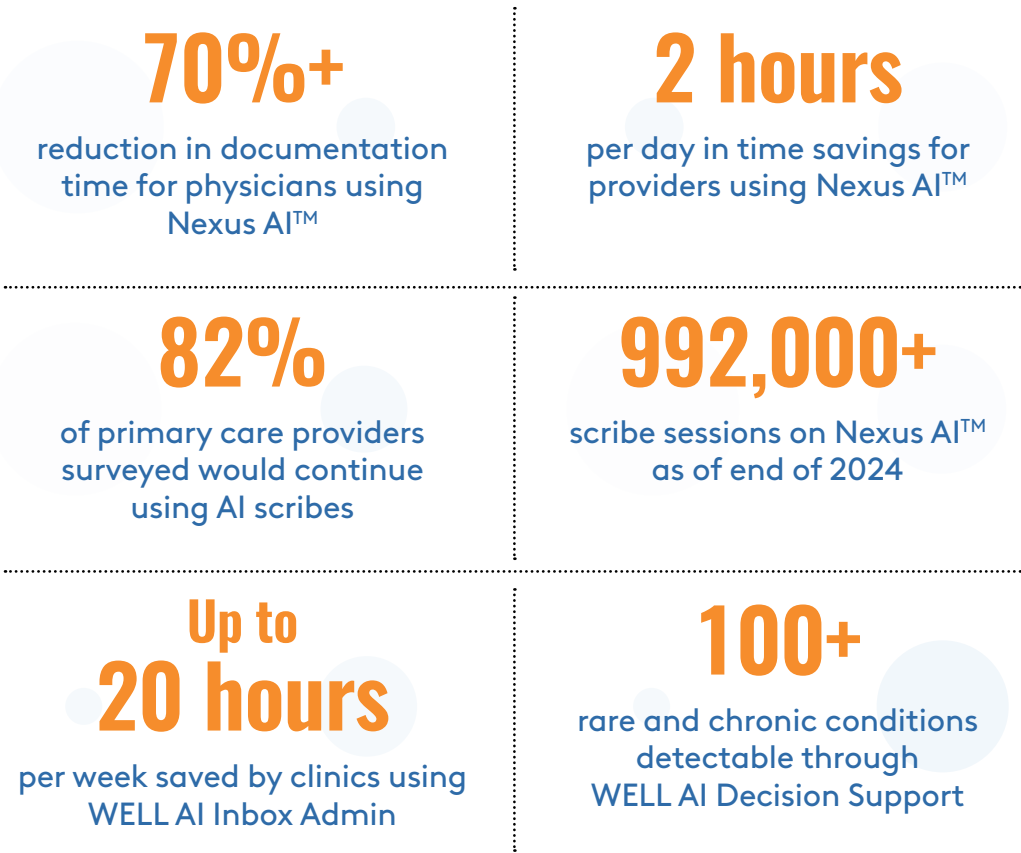
This solution uses smart tagging and document classification to automate the processing of incoming faxes and administrative documents. By enabling secure, accurate and rapid document filing into patient charts and provider inboxes, WELL AI Inbox Admin significantly reduces MOA workload and minimizes the risk of errors. Clinics report they are saving up to 20 hours each week managing faxes and are improving their responsiveness to patient needs.



In 2024, we launched the second generation of WELL AI Decision Support (WAIDS) (developed in partnership with HEALWELL AI). The enhanced version screens for a broader range of rare and chronic conditions, including diabetes, hypertension and chronic kidney disease. The tool synthesizes diverse patient data such as clinical notes,

lab results and historical documentation, to flag care gaps and surface potential diagnoses at the point of care. By identifying at-risk patients earlier, WAIDS helps providers intervene more quickly, especially in complex or high-volume settings. (To learn how WAIDS is supporting cardiologists with early risk identification, see [page 28](#).)

Across all use cases, WELL’s approach to AI remains rooted in responsible innovation. We prioritize safety, transparency and real-world utility, ensuring that technology complements – not complicates – the work of care providers.



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CASE STUDY

Enhancing detection and decision-making for the leading cause of death

Context

Early detection of chronic and rare conditions is one of the most pressing challenges in healthcare. With millions of Canadians affected and physician time stretched thin, the need for intelligent diagnostic support tools is urgent, especially in high-volume specialties like cardiology.

Challenge

Cardiologists face mounting pressure to manage large patient panels while staying on top of evolving diagnostic criteria and care protocols. Identifying patients at high risk of cardiovascular disease – the leading cause of death globally – requires rapid analysis of complex health data. However, current workflows often make this level of risk stratification difficult and time-consuming.

Solution

In 2024, we deployed our first specialty release of [WELL AI Decision Support](#) (WAIDS) – a co-pilot for cardiologists – which we piloted at WELL Diagnostic Centres in Ontario. Powered by HEALWELL AI, WAIDS processes large volumes of patient data in minutes, and delivers intelligent clinical insights at the point of care by indicating potential red flags and providing evidence-based suggestions for follow-up, to help clinicians identify patients in need of early intervention.



Impact

Early results showed strong adoption and impact. Providers reported faster and earlier risk identification, improved confidence in treatment planning and reduced time spent manually sifting through patient histories, which reduces the likelihood of missed diagnoses in high-volume practices. This pilot is now informing further rollout of WAIDS across WELL’s ecosystem to ensure more providers have access to tools that help them detect heart disease and other chronic illness earlier and provide more proactive, personalized care.

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Building smarter support systems for providers

In 2024, WELL focused on creating smarter infrastructure – from onboarding and training to user support and internal efficiency – so that providers not only have the right tools but also know how to use them with ease.

To improve provider and staff onboarding across our Ocean platform, we introduced a video-based learning management system (LMS) developed by a cross-functional education team. By the end of 2024, this system had been introduced in three Canadian provinces to help new users – from provincial programs to smaller independent clinics – get up to speed faster and with greater confidence. The LMS includes structured, course-based content covering platform functionality, internal policies and use cases. The system includes more than 30 video walkthroughs totaling 6.5 hours of content. Early results show strong engagement and positive feedback, with each learner completing an average of 4.5 courses.

In parallel, we continued investing in our knowledge base, which now houses more than 1,400 searchable articles, to support both internal and external users. These resources are consistently updated and enhanced with advanced search functionality, making help accessible when and where it’s needed by providers and partners.

Our internal teams also adopted AI-enabled tools to enhance performance and responsiveness. From auto-summarized customer interactions to smart ticket triaging to AI-powered chatbots resolving 83% of support tickets without human intervention, these upgrades help our teams stay focused on delivering thoughtful, personalized support to the providers we serve. [DoctorCare](#), for example, used AI-powered summaries to improve continuity in provider support, while developers across WELL adopted AI assistants to improve coding speed and responsiveness to user feedback.

These behind-the-scenes innovations strengthen our broader enablement strategy. By making it easier for our teams to onboard, support and collaborate, we’re strengthening the entire ecosystem of provider support to ensure that those who care for others are consistently backed by smart, responsive systems designed to meet their evolving needs.



3 provinces
in early rollout of LMS

100
early users

30+
video courses totaling
6.5 hours of content

4.5
courses completed
per learner (average)

1,400+
searchable articles in knowledge base

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Increasing access to inclusive care

Ensuring equitable access to healthcare – particularly for those facing geographic, financial or systemic barriers – remains a challenge across both the Canadian and U.S. systems. At WELL, we are committed to making healthcare more inclusive, accessible and responsive for all patients.

In 2024, we advanced this mission through key platform enhancements, new provincial partnerships, expanded asynchronous care offerings and targeted programs that reduce inequities and remove friction in the care journey. These initiatives are aimed at helping patients access timely, respectful, high-quality care, wherever they are and whoever they are.

Removing structural and systemic barriers to access

Across both Canada and the U.S., WELL is committed to embedding inclusive care in every patient experience – whether virtual or in-person. In the U.S., WELL accepts a broad range of commercial and government insurance plans and offers financial assistance policies for those in need. We also fully adhere to Section 1557 of the U.S. Patient Protection and Affordable Care Act, which prohibits discrimination based on race, colour, national origin, sex, age or disability.

Within our clinics, we continue to implement accessible design standards for all new facilities, and training programs ensure our staff are equipped to provide culturally safe and inclusive care.



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Bridging gaps through virtual care

WELL’s virtual care platforms continued to play a vital role in reducing access gaps across Canada and the U.S. in 2024 by making it easier for patients to connect with providers on their own terms, regardless of location, mobility or schedule.

Our network includes [Tia Health](#) and [Circle Medical](#), each offering secure telehealth appointments with licensed providers. These platforms support on-demand or scheduled visits, flexible hours and service in multiple languages. Many allow patients to select their provider based on language, gender or area of expertise – adding autonomy and comfort to the care experience.

Our asynchronous model, led by [Wisp](#) (the largest digital women’s health platform in the U.S.), continues to improve access to time-sensitive and stigmatized services. Patients can consult discreetly about sexual health, contraception and hormonal concerns, with prescriptions delivered to their door or available for same-day pharmacy pickup. Wisp now supports more than 1.2 million patients, 10% of whom live in areas with limited access to in-person care.

In 2024, Wisp expanded its offerings to include menopause treatments, fertility care and a weight care vertical that included GLP-1 medications, addressing critical gaps in support for women navigating hormonal health challenges.



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Modernizing access with OceanMD

WELL’s digital infrastructure is designed to make healthcare more connected, while reducing complexity and empowering more people to access care on their own terms.

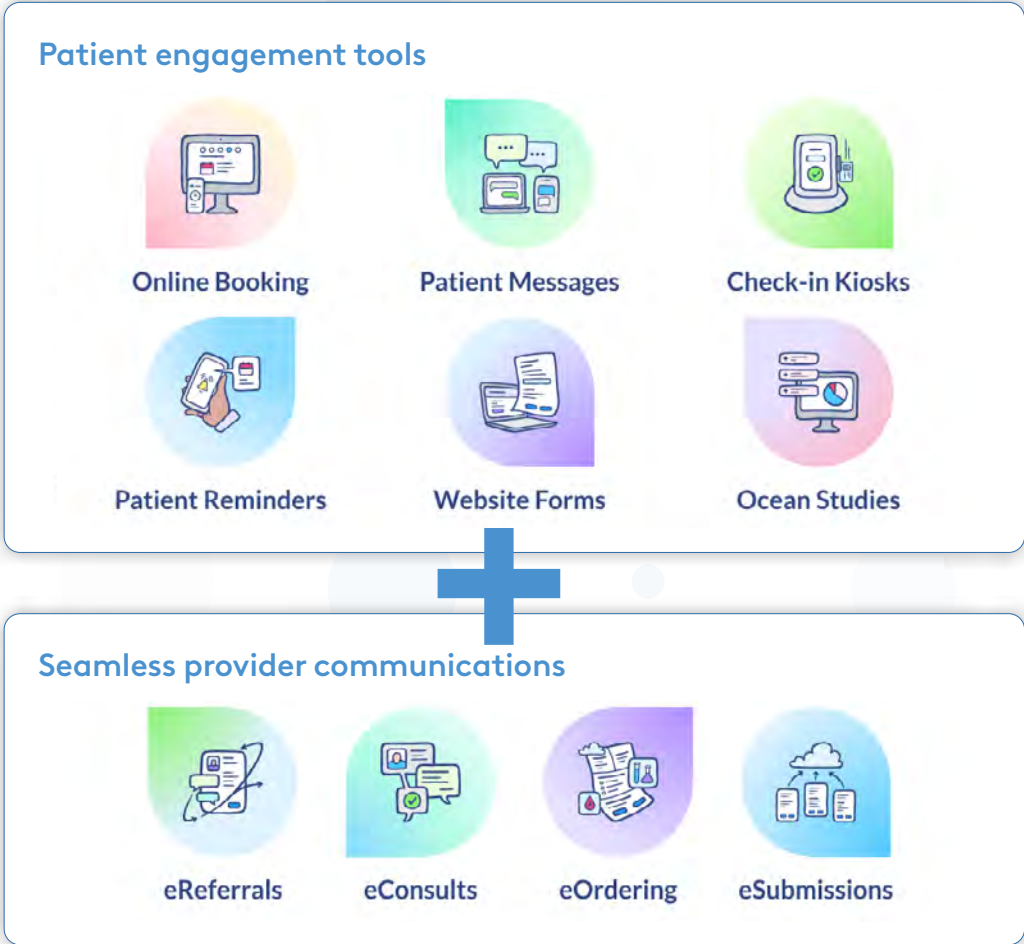
WELL’s Ocean platform continues to serve as a national backbone for digital health referrals and patient–provider communication, helping reduce wait times, improve care coordination and extend access across Canada’s healthcare system. It comprises a suite of provider software and patient engagement tools, ranging from appointment scheduling and automated reminders to patient forms and secure messaging, designed to reduce barriers for patients and streamline operations for providers. These tools also help shift administrative interactions away from in-clinic staff, freeing up time for more personalized care.

Ocean is also enabling more patient-initiated access models. A recent pilot for a confidential at-home STI screening successfully demonstrated how Ocean’s infrastructure can support inclusive, no-contact care while relieving pressure on primary care systems and expanding access for underserved populations.

An increasing number of provincial health systems are choosing to partner with Ocean to deliver more equitable care. In 2024, New Brunswick joined Nova Scotia, Ontario and British Columbia in adopting Ocean’s digital referral and consult programs. These systems help streamline surgical, diagnostic and specialist referrals, resulting in many benefits:

- Ocean makes it easier to find the most appropriate provider or clinic, which reduces wait times, improves transparency and supports system-wide resource efficiency.
- Ocean helps reduce medically unnecessary procedures. In Ontario, the platform has contributed to a 12% reduction in unnecessary MRIs, while improving the quality and completeness of referral information by using pre-populated forms, real-time updates and built-in clinical decision support.
- Ocean automates time-consuming tasks, freeing up administrative resources while helping patients move through the care system more quickly and confidently.

Ocean uptake continues to increase, reflecting the growing demand for interoperable, patient-centred solutions. In 2024, WELL’s Ocean platform surpassed a milestone of 250,000 online bookings per month and supported more than 3 million patient engagements monthly. Ocean supported approximately 1.4 million eReferrals over the course of the year.



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CASE STUDY

Expanding access through patient-initiated STI screening

Context

Access to timely sexual health services can be challenging, stigmatizing and time-consuming, particularly in regions facing provider shortages, long wait times or limited in-person availability. In one province these gaps were impacting early detection and treatment of common sexually transmitted infections (STIs), especially for individuals without a regular physician.

Challenge

A provincial health authority identified a critical need to make STI testing more accessible, private and patient-driven – especially for asymptomatic individuals who may delay testing. The system also needed to ensure timely follow-up and treatment without sacrificing quality of care.

Solution

In 2024, OceanMD partnered with a provincial program to launch a patient-initiated digital tool, powered by WELL’s Ocean platform, that allows individuals aged 15 and older to request free at-home STI testing through a secure online form. Patients who qualify receive a discreet testing kit in the mail, complete with self-collection instructions and prepaid return shipping. Results are managed virtually by healthcare professionals and those who require treatment receive follow-up care from a licensed provider, often without needing an in-person visit. In-person appointments remain available for those who need or prefer them.



Impact

This program demonstrates that digital tools can deliver smarter, more equitable public health access. Key outcomes include:

- **Expanded access to STI screening** in underserved and rural areas, including youth and individuals without a regular provider.
- **Reduced stigma and increased comfort** by allowing patients to self-initiate testing from home.
- **Faster care cycles**, with digital triage enabling timely follow-up and treatment for positive cases.
- **Fewer unnecessary in-person visits**, to help optimize clinic resources and reduce system strain.

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Building a committed and caring digital infrastructure

As more care moves online, WELL is investing in tools that support language inclusivity and simplify digital touchpoints to make digital interactions easier for everyone, including older adults and underserved populations.

In 2024, we launched a fully bilingual user experience in English and French on our Ocean platform, tailored to meet the needs of New Brunswick’s population and supported by a fully translated knowledge base of more than 600 support articles. This effort required a complete overhaul of user interfaces, forms and backend systems to ensure French-speaking users receive the same functionality and support as English speakers.

In 2024, we also launched the Ocean Health Messenger product. By the end of the year, Health Messenger was supporting more than 20,000 secure patient communications per day, including attachments, forms and reminders. The system’s design facilitates accessibility and usability, which has resulted in strong engagement by patients of all ages – including self-reported success stories from patients in their 80s and 90s who were able to independently use the system to manage appointments and messages.

From thoughtfully designed tools to accessible onboarding, our digital infrastructure reflects our commitment to helping more patients feel supported, informed and in control – no matter their background or experience – so they can navigate care with confidence.

“My age is 86 and by reminding me of the appointment I won’t fail to show up!”

– Health Messenger patient

“Fabulous. I am 90 years old, and no computer experience.”

– Health Messenger patient

“A 90-year-old can understand and use.”

– Health Messenger patient

These testimonials reflect a growing truth across WELL’s ecosystem that inclusive care starts with tools people can actually use, no matter their age, location or digital literacy.

250K+

monthly online bookings through Ocean

3M+

monthly patient engagements across WELL’s digital platforms

20,000+

secure messages sent daily through Health Messenger

600+

bilingual support articles translated for Ocean

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Forming partnerships for improved healthcare access

Expanding access to care requires more than technology – it requires collaboration. We pursue partnerships that help reduce systemic barriers, address priority health issues and reach underserved populations through targeted, scalable initiatives. In 2024, we strengthened existing partnerships and launched new ones that reflect our commitment to inclusive, patient-centred healthcare.

We work with healthcare organizations, public agencies and technology partners to improve care delivery in both Canada and the U.S., with a focus on vulnerable or underserved groups. Our partnership criteria emphasize alignment with WELL’s mission, clinical and operational viability, and the potential to create measurable impact.

Rather than adopting a one-size-fits-all model, our partnerships are guided by the needs of the communities we serve and the realities of care delivery. In 2024, this framework guided our work in several areas:

- with provincial governments to expand bilingual eReferral access
- with women’s health providers to fill gaps in hormonal and metabolic care
- with research partners to improve trial access and early disease detection

These initiatives demonstrate how WELL embeds partnership into every layer of its care ecosystem.

We evaluate our success based on outcomes like improved wait times, care completion rates, patient engagement and adoption across diverse care settings. As we scale our network, we remain focused on collaborating where it matters most to support underserved patients, empower providers and ensure every tool we deploy brings us closer to a more equitable, accessible healthcare system.

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 2024 can be found in the [Appendix](#).



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Ensuring patient safety and quality of care

WELL is committed to maintaining the highest standards of patient safety, clinical quality and operational compliance. Our approach emphasizes proactive risk management, prevention-focused care and the thoughtful use of digital tools that help providers deliver safe, ethical and timely treatment.

Whether delivered virtually or in person, our care is grounded in strong clinical governance supported by continuous oversight and responsive feedback systems. Through regular audits, external accreditation and real-time patient input, we continue to strengthen a care environment that is evidence-based, digitally enabled and designed to ensure patients can access high-quality care with confidence.



Quality assurance and continuous improvement

Our clinics operate in alignment with rigorous regulatory standards, including oversight from provincial colleges. In 2024, WELL successfully completed multiple audits across our clinic network, all of which affirmed compliance with key quality-of-care and documentation standards.

For example, our clinics in Manitoba are licensed by the College of Physicians and Surgeons of Manitoba (CPSM) and must complete annual certification. Requirements include submitting a Medical Director report, quarterly chart audits, updated procedure manuals and device calibration records. Our management teams also support six to 10 physician audits each year to ensure alignment with local clinical and operational standards. Certification and registration documents are submitted annually to confirm that physicians remain in good standing with CPSM and the Canadian Medical Protective Association (CMPA).

Our EMR systems are integrated with eChart Manitoba, and monthly user log audits help ensure compliance with the Personal Health Information Act (PHIA) and the Personal Information Protection and Electronic Documents Act (PIPEDA). We also conduct random spot audits to confirm that patient charts are accessed strictly on a need-to-know basis for clinical care.

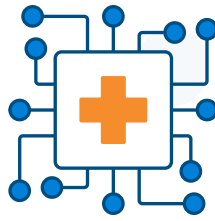
We continued participating in independent assessments such as the physician Practice Enhancement Program, which helps validate that WELL providers deliver safe, ethical and competent care. These efforts reflect our broader commitment to maintaining high standards for physician oversight, clinical licensing and privacy compliance across all jurisdictions in which we operate.

In the U.S., our affiliated practices undergo external audits and maintain detailed compliance procedures aligned with state and federal requirements. These evaluations ensure that our quality standards are met and actively maintained through regular oversight and follow-up.

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Embedding digital tools into quality operations

As part of our broader enablement strategy, WELL has integrated into our clinics digital tools that improve quality, safety and responsiveness. These tools (detailed in the section “[Optimizing operations at the clinic level](#).”) were scaled across our clinic network in 2024.



They streamline workflows, improve patient communication and support compliance with consent and information-sharing standards. Together, they reinforce WELL’s proactive approach to patient safety by ensuring timely care delivery and seamless operational workflows.

Preventive and precision-care models

Delivering high quality care also means anticipating problems before they escalate. WELL’s [Longevity+](#) program, launched in 2023, represents a new frontier in proactive, precision-driven care. Longevity+ uses molecular diagnostics, genetic screening and AI-powered imaging tools to empower providers to detect early signs of serious conditions such as cancer, heart disease and neurodegenerative illness so patients can take action sooner.

This high-touch, data-informed approach shifts the focus from treatment to prevention. By identifying risks early, we aim to reduce the need for invasive interventions and help patients lead longer, healthier lives. It also reflects our broader commitment to expanding access to world-class care, not only to meet immediate needs, but to support better long-term health outcomes.

Listening to our patients

Patient feedback remains central to how we evaluate and improve care quality across WELL’s clinical network. Most of our clinics deploy post-visit surveys via SMS or email, enabling timely feedback collection and response.

Every concern raised is taken seriously, with dedicated quality leads and clinic managers responsible for follow-up and service improvement. Patients also have the option to file quality-of-care complaints with the relevant professional body, which may trigger a formal review or remedial training process.

We also use structured tools like Net Promoter Scores (NPS) and online reviews to understand patient sentiment at scale:

- **WELL Health Diagnostic Centres** has accumulated more than 25,000 Google reviews with an average rating of 4.9 out of 5, reflecting strong patient trust. WELL Health Diagnostic Centres also uses NPS surveys via SMS to gather real-time insights into patient experience.
- **WELL Health Medical Centres** in Canada recorded an NPS score of 81% in 2024, indicating consistently high satisfaction with in-clinic care and service delivery.
- **WELL Health USA**, in partnership with Press Ganey, achieved a 91.26% “top box” score, which represents the percentage of patients who gave the highest possible rating to their overall anesthesia care experience.
- **Wisp** reported an overall NPS of 75 and a provider-specific NPS of 87, reflecting strong patient satisfaction in digital sexual, reproductive and hormonal care.
- **Circle Medical** tracks rolling 30-day NPS averages to continuously monitor patient satisfaction and identify opportunities for improvement.

Insights from patient feedback help us celebrate provider excellence, strengthen training, inform technology updates and guide service improvements across our expanding care ecosystem.

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 2024 can be found in the [Appendix](#).

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Responsible resource use across our care ecosystem

As part of our commitment to responsible growth, we assess our environmental impact through the lens of greenhouse gas (GHG) emissions, waste management and resource efficiency.

WELL’s omnichannel care model – which combines virtual and in-person services – creates opportunities to reduce emissions and resource use while navigating the practical constraints of clinical care, where infection control standards can limit waste reduction options. In 2024, we continued to integrate responsible environmental practices across our network – from scaling digital solutions that reduce physical resource use to advancing localized waste diversion and e-waste recycling initiatives.

Reducing impact through digital innovation

Our virtual care model has the potential to lower environmental impact by reducing travel-related emissions and resource use and reducing clinic overhead and material consumption. The shift to digital documentation, self-check-in kiosks and automated workflows also reduces paper use.

These changes support our broader mission to make healthcare more efficient for both patients and providers. Whether through digital consent forms or AI-powered follow-up tools, each innovation helps reduce physical inputs while enhancing care delivery.



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Environmental initiatives across the network

In 2024, we continued our partnership with Quantum Lifecycle Partners to responsibly recycle outdated technology across our network. This included secure data wiping, asset rehoming and the recycling of non-reusable equipment. Through this partnership, WELL reused 528 IT assets and recovered 4,955 pounds of e-waste. This has helped to divert waste from landfill and avoided an estimated 63.2 tonnes of CO₂e emissions.¹

Additional localized initiatives across the organization included:

- **WELL Health USA** eliminated single-use kitchen products, transitioned several departments to paperless operations and introduced a commuter rideshare reimbursement program to reduce driving emissions.
- **Circle Medical** continued its onsite recycling program to help reduce waste sent to landfill.

As our network and digital footprint grow, we remain mindful of both the environmental benefits we can unlock and the impacts we must manage more responsibly.

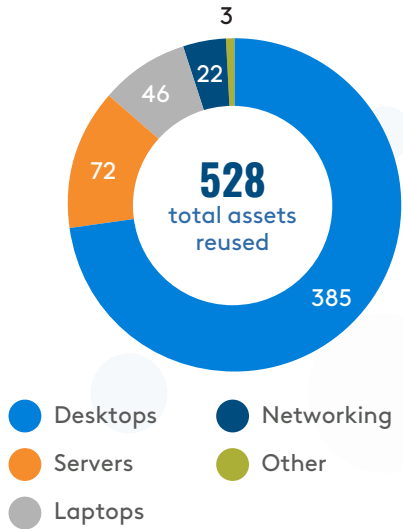
1 In collaboration with Coesio, a sustainable strategic management consulting firm. Quantum has developed a tool to calculate total greenhouse gas (GHG) reduction from refurbishing and recycling electronic assets. The tool incorporates the US EPA Waste Reduction Model (WARM) for GHG emissions saved from the recycling and reuse of raw materials and electronics, Quantum’s own data on recycling and refurbishment rates, as well as weights of different asset categories and various referenceable sources for average lifespans of new and used IT assets. As the sources obtain data based on averages for specific categories and groupings of electronics, the resulting GHG reduction number is a best estimation and not an exact calculation of the actual emissions saved.

2 The carbon reduction equivalents are based on the average annual carbon sequestration of a tree; taking a gas-powered car off the road for a year; and emissions of a one-way flight from Victoria, B.C. to St. John’s, N.L.

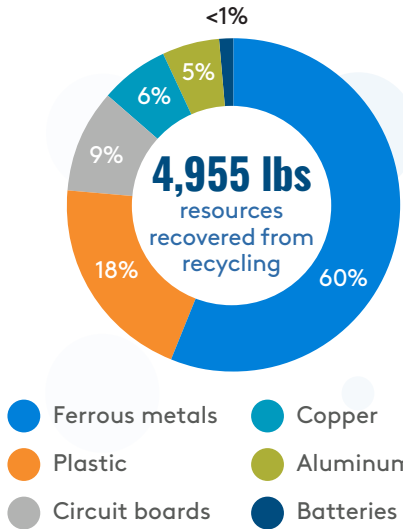
63.2 Tonnes CO₂e

GHG emissions avoided

ASSETS REUSED



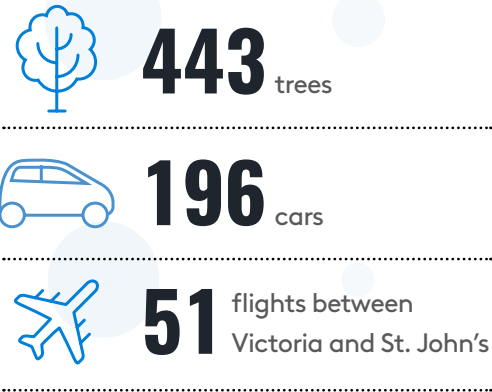
RESOURCES RECOVERED FROM RECYCLING (LBS)



Recovered resources	Weight (lbs)
Aluminum	245
Copper	318
Ferrous metals	2,994
Glass	0
Plastic	909
Circuit boards	452
Batteries	36
Total	4,955

Numbers have been rounded

Carbon reduction equivalent²



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SUSTAINABILITY AND IMPACT PRIORITY 2

Safeguarding patient data

At WELL, safeguarding the privacy and security of patient data is fundamental to our mission and to maintaining trust with the individuals and communities we serve, and we are especially vigilant in this as our company grows and technologies advance.

Section highlights

- How we’ve enhanced cybersecurity across the enterprise
- Expanded threat detection and incident response
- Updates to business continuity policies
- Our new GRC platform and privacy governance roadmap

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Proactive privacy- and security-by-design

As a digital healthcare leader, we recognize our responsibility to protect sensitive health information with the highest standards of security, while also empowering patients to engage with their data in meaningful, transparent and responsible ways.

We are committed to exceeding compliance requirements by proactively embedding data protection, cybersecurity and privacy-by-design principles into all of our technologies, operations and acquisitions to support the growth of a more intelligent healthcare ecosystem.

In 2024, we continued to advance our privacy and cybersecurity programs by centralizing oversight, harmonizing compliance across acquisitions and proactively addressing risk using AI-powered tools and strengthened governance.

Core principles of safeguarding patient data:

1. **Protect the confidentiality, integrity and availability** of personal health information across all systems and platforms.
2. **Maintain compliance with privacy and data protection laws** across all jurisdictions where we operate.
3. **Embed security and privacy standards** into acquisitions, third-party partnerships and provider platforms.
4. **Champion responsible innovation**, including the secure and ethical use of AI to support a more intelligent, ethical and resilient healthcare ecosystem.

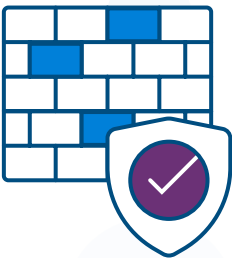


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Cybersecurity at WELL

Building intelligent defenses in an evolving threat landscape

As cyber threats become more sophisticated and frequent, WELL continues to lead with a proactive and highly adaptive approach to cybersecurity. WELL’s information security program continues to leverage advanced tools and processes that adapt in real time to the pace of operations and evolving business needs.



In 2024, we significantly enhanced our cybersecurity capabilities across the enterprise by scaling security controls, optimizing governance, integrating AI into detection and response and harmonizing our security baseline across the organization. These efforts reflect our continued investment in cybersecurity as a strategic asset – one that protects our patients, empowers our providers and enables us to scale responsibly and securely in an increasingly complex digital healthcare environment.



2024 cybersecurity highlights

- Reduced average patch implementation timeline from 30+ days to 48 hours.
- Extended ISO/IEC 27001:2022 certification policy to all new acquisitions.
- Centralized and streamlined security governance across shared services.
- Expanded penetration testing, including all acquisitions.
- Deployed real-time AI-powered threat monitoring across the enterprise.
- Achieved near-zero phishing incidents through advanced AI-based email filtering.
- Launched AI co-pilot to enhance Security Operations Centre (SOC) responsiveness and reduce manual triage burden.
- Introduced centralized employee cybersecurity policy hub and self-service resources.

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Unifying security standards across the enterprise

A key component of our 2024 strategy was the expansion of ISO/IEC 27001 alignment across WELL’s ecosystem. In addition to recertifying our shared services groups, we implemented a new policy that requires all new acquisitions to attain ISO 27001 certification within 12 months of integration. This approach minimizes fragmentation and eliminates redundant certification processes. It also creates a consistently high security baseline across the organization.

To support this alignment, we also introduced a two-phase onboarding roadmap for new acquisitions:

- **In Year 1** entities adopt WELL’s security tools and policies while conducting internal audits.
- **In Year 2** they are fully integrated into our shared cybersecurity infrastructure, including enterprise tooling, monitoring and incident response systems.

Expanding threat detection and incident response

To further mature our security posture, we expanded comprehensive penetration testing in 2024 to cover a broader range of existing environments and all new acquisitions. We also maintained regular red team exercises using internal and external experts. Together with ongoing vulnerability scanning, these practices enhance visibility and enable early threat detection and response.

In 2024, we expanded our use of AI to strengthen real-time detection and response. AI-powered tools now help monitor for anomalies such as compromised accounts or suspicious logins, enabling near-instant escalation.

In partnership with leading cybersecurity startups, we developed an AI co-pilot that supports our SOC team, enhancing their ability to triage and respond to alerts with greater speed and precision. Additionally, we deployed advanced AI-based phishing filters, reducing successful phishing attempts to near-zero levels, despite an overall industry increase in healthcare-targeted attacks.



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CASE STUDY

How we’re responding to critical threats in under 48 hours

Context

Across industries, the average time to apply security patches often exceeds 30 days due to operational complexity, competing priorities and system fragmentation, but today’s threat environment is shifting. Exploits that once required deep expertise can now be developed with the help of generative AI and reverse engineering tools, dramatically shortening the window between patch release and real-world attack.

Challenge

In September 2024, as part of its monthly Patch Tuesday, Microsoft released a series of critical security updates that addressed more than 40 high-risk vulnerabilities. Within days, malicious actors had reverse-engineered the patches and launched coordinated attacks, leveraging AI-driven tools to identify and exploit unpatched systems faster than ever before.

Solution

WELL’s End User Services team responded rapidly. Using AI-enhanced threat detection, centralized governance and real-time telemetry across our network, the team identified the vulnerability, prioritized its risk and executed a system-wide response. Within 48 hours of the Microsoft release, the relevant patches had been deployed across all affected systems – well ahead of the wave of global exploit attempts that followed.



Impact

WELL experienced no breach, no service disruption and no patient data exposure as a result of these exploits. Our response outpaced industry benchmarks and reinforced the effectiveness of WELL’s cybersecurity strategy. It also led to the introduction of stricter internal SLAs for critical patches, reflecting our commitment to staying ahead of emerging threats. This incident continues to inform WELL’s broader readiness strategy and highlights the importance of real-time visibility, internal alignment and adaptive security practices in today’s healthcare landscape, where system uptime and patient data security are paramount.

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Cybersecurity policies and awareness

WELL’s cybersecurity policy plays a vital role in establishing accountability, compliance and awareness across the organization. In 2024, we issued three formal policy updates to reflect operational changes and new risks. Related documents, including our incident response and business continuity policies, were also refreshed to maintain alignment with our growing footprint.

All new employees are required to review and sign our Acceptable Use Agreement during onboarding, and periodic re-acknowledgement is required for all staff. In 2024, we centralized our policy resources on a new SharePoint hub to enable self-service access across the organization. This step marked a shift toward greater transparency and engagement. In addition, annual cybersecurity training continues to be mandatory for all staff.

WELL also maintains a clearly defined, confidential process for escalating potential security and privacy incidents. Employees are trained and encouraged to report concerns through dedicated channels based on the nature of the issue.

Our security and privacy teams collaborate closely to triage reports, investigate issues and ensure timely resolution. This process is widely communicated and reinforced throughout the organization, which promotes a culture of early intervention, openness and shared responsibility.



How WELL handles security and privacy incidents

- Employees report incidents via the security@, privacy@ or support@ email handles.
- Reports are triaged by dedicated security and privacy teams.
- Cross-functional collaboration ensures timely resolution.
- Ongoing education supports confidence in early reporting.

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Privacy and data protection

Strengthening privacy governance in a connected healthcare system

Safeguarding personal health information is a core responsibility in healthcare – especially as digital systems become more integrated and data plays an increasingly central role in care delivery. WELL’s privacy program is designed to meet this responsibility with rigour.

In 2024, we strengthened our privacy governance by centralizing oversight, advancing risk management practices and embedding privacy considerations into core systems, workflows and training programs. These efforts help ensure we can manage evolving risks, support responsible data use and maintain compliance with regulatory requirements across Canada and the U.S.

As part of our commitment to strengthening enterprise-wide privacy governance, we began transitioning to a new Governance, Risk and Compliance (GRC) platform better suited to the scale and complexity of our organization. Once fully implemented, this platform will improve visibility, accountability and consistency across all WELL subsidiaries.

Our approach to privacy goes beyond protection. We are committed to giving patients secure access to their health information and ensuring the technologies that power care are built with privacy, ethics and long-term trust in mind.

We continue to maintain and enhance a comprehensive suite of privacy and data protection policies covering areas such as data access, records management, acceptable use and breach escalation. All are reviewed regularly and updated as required in response to emerging risks and regulatory changes.



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Scaling a privacy-aware culture

Following a comprehensive gap analysis, WELL implemented a roadmap to strengthen privacy governance across business units. Key initiatives in 2024 included:

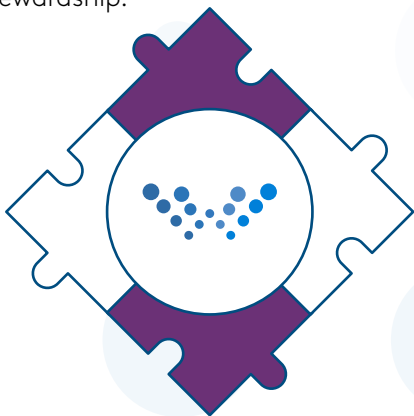
- **Tailored privacy training.** We transitioned from general awareness modules to role-specific training aligned with team responsibilities and risk exposure. These efforts ensured staff understood their evolving obligations, particularly as AI tools increasingly interact with sensitive data.
- **Standardized privacy disclosures.** We harmonized policies and website disclosures across newly acquired companies, ensuring consistent privacy expectations from day one.
- **Privacy Impact Assessments (PIAs).** We introduced a formal PIA process to help teams identify and mitigate privacy risks at the outset of new projects.
- **Preliminary Privacy Assessments (PPAs).** We launched a one-page pre-screening tool to flag privacy concerns early in any activity involving protected health information (PHI) or personally identifiable information (PII).
- **Privacy inventory.** We initiated a system-wide data mapping initiative to better understand how personal information is collected, stored and used, laying the foundation for future automation, transparency and regulatory alignment.



Embedding privacy into acquisitions and partner relationships

Privacy is one of the core lenses through which we evaluate and onboard new partnerships. In 2024, we embedded privacy assessments directly into our acquisition workflows to ensure alignment with WELL’s high standards from the outset. We also enhanced our third-party risk management platform to include privacy-specific criteria in both onboarding and annual vendor evaluations. This allows us to ensure that all partners handling sensitive data are thoroughly screened and consistently

monitored to uphold our expectations for compliance and responsible data stewardship.



Advancing compliance across jurisdictions

We continued to strengthen our compliance posture across all jurisdictions in which we operate:

- **In the U.S.,** WISP obtained a clean Health Insurance Portability and Accountability Act (HIPAA) attestation. Circle Medical completed HIPAA and California Consumer Privacy Act (CCPA) internal audits. WELL Health USA updated its HIPAA compliance program.
- **In Canada,** WELL’s Canadian technology subsidiaries work to comply with all relevant federal and provincial privacy laws. In 2024, we completed our annual review of authorities under applicable regulations and established a retention schedule across jurisdictions and key data classes. WELL formalized its privacy and security review process for the development, deployment and use of technologies and service providers.

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Responsible innovation and AI governance

As our AI capabilities expand, so does our responsibility to ensure these technologies are ethical, transparent and aligned with privacy standards. In 2024, WELL launched a comprehensive AI Governance Policy that mandates privacy, security and bias assessments for all AI tools – whether developed internally or procured externally. We also piloted AI scanning tools to detect vulnerabilities and assess model biases, including “jailbreak testing” to guard against model manipulation.

For clinical applications, we use a human-in-the-loop approach to ensure AI never replaces professional medical judgment. AI systems in clinical contexts are only deployed with human oversight to preserve patient safety and uphold standards of care.

We also remain actively engaged with regulators on emerging AI and privacy frameworks, monitoring developments such as California’s AI transparency legislation and contributing to Canadian regulatory discussions on de-identification and consent.

Responsibilities and governance

Our Chief Information Security Officer (CISO) holds overall accountability for this topic at the executive level.

Within each entity and business unit, designated employees are responsible for maintaining data privacy and security standards. These individuals collectively form the core of a central Cybersecurity Committee, which regularly evaluates performance against key indicators across the organization. Additionally, as part of its regular operational updates, the Board of Directors receives quarterly cybersecurity reports.

Performance

WELL’s 2024 performance in privacy and data protection can be found in the [Appendix](#).



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SUSTAINABILITY AND IMPACT PRIORITY 3

A healthy place to work

At WELL, we know that the future of healthcare depends on the people behind it. Our mission to improve health outcomes begins by creating a workplace where all team members – from employees to consultants to healthcare providers – feel respected, empowered and supported to reach their full potential.

Section highlights

- Improving our hiring and leadership development practices
- Our Best Workplaces awards
- Introducing: WELLbeings!
- How WELL Cares gives back

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Fostering a caring culture where people thrive

As we build more intelligent, connected care systems, we remain equally committed to cultivating a workplace that is caring, inclusive and resilient. Our culture is grounded in shared values, continuous learning and care for one another, so that every team member is empowered to do meaningful work in an environment where they feel seen, valued and connected.

In 2024, we expanded people programs, scaled leadership development tools and reinforced a culture of psychological safety and inclusion. This commitment was recognized with a Great Place to Work® certification for the second year in a row – a reflection of the pride our people take in their work and where they do it.

We also continued to support community giving across our regions through team-led volunteer events, charitable partnerships and impact-driven initiatives. These efforts empowered our teams to give back in ways that reflect their values and deepen their connection to the communities they serve.

Core principles of a healthy place to work:

- 1. Build inclusive teams and equitable systems** by embracing diverse perspectives, lived experiences and identities and by ensuring our policies and practices reflect fairness, opportunity and accountability.
- 2. Prioritize well-being and psychological safety** by supporting mental health, work-life balance and flexible work arrangements across roles and regions.
- 3. Attract, develop and retain top talent** through recruitment, growth opportunities and a people-first culture that supports career fulfillment and long-term success.



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Creating an inclusive and equitable workplace

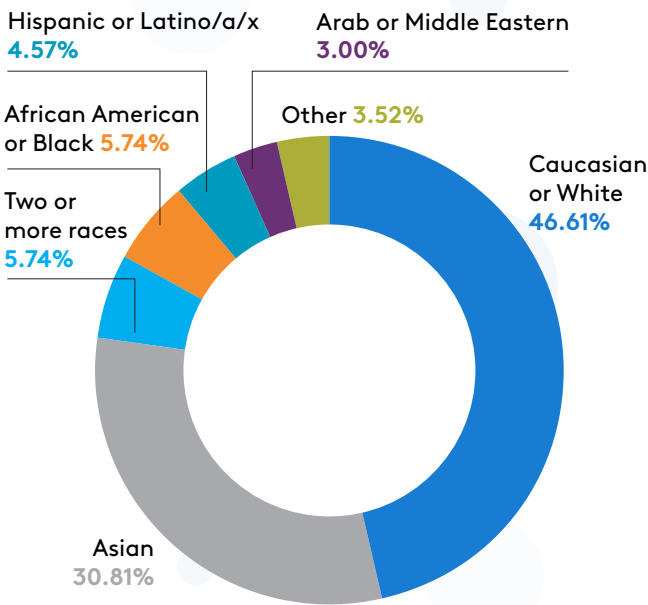
We are building a culture where people from all backgrounds feel they belong – and where individual differences are respected, valued and reflected in how we lead, hire, train and grow together.

Our goal is to build teams that reflect the diversity of our patient communities and create environments where everyone feels supported to thrive. This commitment is backed by clear policies, training and governance mechanisms designed to ensure equity and accountability throughout the organization.

Across WELL, teams took meaningful steps in 2024 to strengthen inclusion and representation – elevating cultural awareness, embedding equity into hiring and leadership practices and amplifying diverse voices through learning and storytelling. These efforts reflect our continued commitment to ensuring every individual feels respected, valued and empowered to succeed.



A snapshot of ethnicity and diversity across the WELL team in 2024¹



6.44%
LGBTQ2S+

8.76%
Living with a disability

¹ Data was sourced from the Great Place to Work survey. Out of the total 1,442 team members invited, 816 participated in the survey and provided responses to the demographic questions, representing a 57% participation rate.

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Making space for cultural expression and learning

WELL marked the United Nations’ World Day for Cultural Diversity for Dialogue and Development with celebrations across our offices and clinics. Team members shared food, stories and traditional dress from their cultures, sparking meaningful conversations and connections. To complement these celebrations, the WELL University course Workplace Diversity, Equity and Inclusion (DEI) in Action was promoted to build further awareness and understanding around inclusive practices.

WELL Health USA hosted its fourth annual multicultural Thanksgiving potluck, an event that brings colleagues together to celebrate their diverse backgrounds by sharing dishes that reflect their family traditions and culture. The event continues to grow each year and has become a beloved tradition that fosters community and cultural pride.

WELL Health USA also continues to offer two flexible float holidays, first introduced in 2023, which allow employees to take paid time off for cultural or religious observances that matter personally. Inclusive policies like this play an important role in fostering a workplace where cultural and personal identities are respected.



“Since joining in 2023, I’ve been excited to share one of my passions – making European recipes, especially the ones I grew up making in Romania, my home country. I love contributing some of my family favourites, like apple cake, tiramisu and meringues. My next project is Diplomat Cake – a fruity dessert I usually make for Easter.

Thanks to WELL, we have a wonderful space to celebrate and share our multicultural heritage!”

– Oana Carstoiu, Staff Accountant, WELL Health USA

Reconciliation in action

Inclusion at WELL also means making space for reflection, particularly as we support Canada’s ongoing path toward reconciliation.

To honour the National Day for Truth and Reconciliation on September 30, 2024, we welcomed Vanessa James – daughter of a residential school survivor and member of the Sagkeeng First Nation. Vanessa holds both the Chartered Human Resources Professional (CHRP) and Certified Indigenous

Human Resources Professional (CIHRP) designations. Her keynote speech explored themes of resilience, allyship and Indigenous representation in the workplace.

WELL team members were also invited to join the WELL University live course Leadercamp: National Day for Truth and Reconciliation, which encouraged organization-wide learning and reflection.



Building inclusivity into hiring and leadership development

At Wisp, inclusive hiring became a strategic focus in 2024. The team implemented structured behavioural interviews, anti-bias training and a new applicant tracking system (ATS) that helps monitor candidate progression. By identifying where disparities may exist, Wisp gained early insights into how different candidate experiences unfold – laying the groundwork for future improvements and helping inform more consistent, data-informed recruitment strategies in 2025. (For more details, see the case study on how Wisp is strengthening hiring consistency and fairness on [page 53](#).)

WELL Health Diagnostic Centres continued to advance its commitment to inclusive leadership and professional growth. The team launched three training sessions through WELL University, designed to build awareness, foster dialogue and strengthen inclusive leadership practices. These were supported by Virtual Learning Clubs that created space for reflection and peer-led learning.

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CASE STUDY

Strengthening hiring consistency and fairness at Wisp

Context

Wisp, our virtual women’s health clinic, is grounded in principles of accessibility, respect and trust. The team launched an internal review to ensure that its hiring process was consistent and fair, and that it supported the best candidate experience possible.

Challenge

The team wanted to ensure their approach reflected best practices in structured, unbiased hiring. But variability in interview formats and limited visibility into hiring data made it difficult to evaluate the process for consistency or to identify potential areas for improvement.

Solution

Wisp introduced a more structured hiring framework supported by an upgraded applicant tracking system. The platform enabled the collection of optional self-identification data and helped monitor candidate progression at each stage of the recruitment process. This helped the team better understand candidate experience and remove potential barriers. Behavioural interview guides and interviewer bias training were implemented to improve

Responsibilities and governance

Our Chief People Officer holds overall accountability for this topic at the executive level, with People and Culture teams across the organization responsible for embedding inclusive practices, tracking progress and supporting team member engagement at every level.



consistency, and dashboards enabled leadership to spot any patterns that might indicate unintentional barriers.

Impact

The team used early insights to refine assessments and improve the candidate experience. For example, one technical evaluation showed a lower success rate among certain applicants, prompting a review to ensure the assessment reflected real-world job expectations. While 2024 was a foundational year, these efforts laid the groundwork for continuous improvement and a hiring process that is both fair and fit-for-purpose.

Performance

A breakdown of the diversity of WELL’s team members in 2024 can be found in the [Appendix](#).

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Health, safety and well-being at work

How we care for our people directly shapes the care we deliver. We recognize that well-being is essential to building a healthier, more resilient workforce. From clinic teams to corporate functions, we continue to integrate whole-person wellness into our workplace practices.

In 2024, we expanded our approach to health, safety and well-being with programs that support mental, physical and emotional health across every role and region. These efforts help ensure that every team member has the tools, time and support to care for themselves and deliver compassionate, high-quality care.

300+
Bright Breaks sessions
offered weekly

400+
therapy sessions through
WELL Mental Health & Wellness

up to
\$700
in wellness rewards
(WELL Health USA)

Expanded physical wellness
(gym discounts, healthy
snack programs)

Prioritizing safety and psychological health

Safety is a shared responsibility across our teams. Every team member receives training in safe work practices, and our employee handbook outlines protocols for reporting hazards, incidents and workplace risks. Designated health and safety representatives serve as the first point of contact for questions or concerns, and all employees are empowered to refuse unsafe work. At WELL head office, regular fire drills are conducted throughout the year to support emergency preparedness.

Beyond physical safety, we take a proactive, human-centred approach to psychological health, recognizing its vital role in creating a resilient and supportive work environment. In 2024, team members continued to access free, confidential mental health support through WELL Mental Health

& Wellness, our in-house platform that provides free annual sessions to all employees, including healthcare providers and consultants. More than 400 therapy sessions were delivered through the platform in 2024, reflecting the program’s accessibility and growing impact. To further reduce barriers, we offered several windows of unlimited therapy access and hosted mental health workshops focused on resilience, stress management and emotional well-being.

WELL employees and their families also continue to have access to Employee Assistance Programs (EAPs). This is an essential resource that helps people navigate personal and professional challenges, from caregiving and grief to financial stress and family health concerns.

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Mental health initiatives across WELL’s clinics

WELL’s commitment to psychological safety is reflected in tailored initiatives across our clinics:

- **Circle Medical** increased psychological services coverage to \$1,000 per year, along with five free EAP therapy sessions (individual and family counselling) and EAP access starting from the first day of employment.
- **Wisp** continued to support its employees by offering one free Talkspace counselling session per month, as well as additional health services including telehealth and fertility and family planning support.
- **WELL Health USA** hosted a company-wide wellness event featuring expert guest speaker Bridget Eastep, Health Coach at WELLNESS IQ, who led two presentations: Building a Resilient Mindset and Adversity as an Opportunity. The sessions fostered open dialogue and supported employee well-being across the workplace.
- **WELL Health Diagnostic Centres** conducted comprehensive leader wellness sessions at annual meetings and provided additional support programs and free mental health sessions, contributing to a positive workplace culture and improved work–life balance.

Empowering physical wellness

We expanded our physical wellness programs to promote movement, support healthy routines and encourage employees to prioritize well-being both at work and beyond:

- **Bright Breaks.** Available company-wide, Bright Breaks offers 300+ short virtual sessions per week in yoga, mindfulness, fitness and nutrition. These “snack-sized” sessions are designed to help employees recharge and reset, whether during the workday or on personal time.
- **WELL Health Diagnostic Centres gym discount.** Corporate discounts on gym memberships were introduced to encourage employees to invest in their physical health.
- **WELL Health USA fitness perks.** Team members at the Atlanta head office gained free access to the onsite

fitness centre. WELL Health USA also launched a Wellbeing Rewards Program through its health insurance provider. The program allows employees to earn up to \$700 per year in digital gift cards for completing wellness activities like walking, yoga and meditation.

Additionally, as part of a broader effort to promote a healthier office environment, flavoured sodas were replaced with sparkling and still water, and healthier snack options were introduced at the Atlanta head office, making wellness a visible and accessible part of daily office life.

Employees have responded enthusiastically to these programs.

“Bright Breaks is a great way to promote employee well-being.”

– Employee comment in 2024 Great Place to Work® Survey

“I’ve earned over \$165 in reward dollars and turned them into three \$50 gift cards for stocking stuffers. And I’m still earning more through my steps!”

– Employee, WELL Health USA

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Supporting the whole person through meaningful benefits

We recognize the importance of rest, flexibility and time to care for one’s self, family and community. That’s why we continue to offer generous paid time off, including family days, sick days and an annual WELL Day. Employees are also encouraged to dedicate one percent of their work hours as Volunteer Time Off to support causes that reflect their personal values and sense of purpose.

Our clinics have introduced or expanded a variety of benefits to meet the evolving needs of their teams:

- **WELL Health USA** integrated Bright Breaks into meeting culture to promote short wellness pauses. The Atlanta head office meditation room continued to serve as a flexible space for prayer, quiet rest, lactation and mental health breaks. This initiative reflects a commitment to fostering a respectful and inclusive environment where individual needs are supported.
- **Wisp** continued its remote-first flexibility and Deskpasse coworking access, which was used by at least 70% of staff in 2024. Wisp also maintained quarterly paid time off (PTO) tracking to promote healthy time-off usage, with managers checking in to ensure team members were taking needed breaks. The abortion travel benefit remained in place, covering up to \$2,500 in travel-related expenses for employees or dependents accessing reproductive care across state lines.

Responsibilities and governance

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

Performance

WELL’s performance for well-being at work in 2024 can be found in the [Appendix](#).



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Growing with purpose

We believe growth happens best in an environment where people are empowered to learn, lead and make meaningful contributions. Whether through formal learning opportunities, recognition programs or initiatives that foster purpose-driven connection, we are building a workplace where people grow – in both their roles, and in their impact.

We continued investing in our people through development programs, mentorship, performance-based growth pathways and culture-building initiatives. These efforts are designed not only to support career progression, but also to nurture the sense of purpose and pride that comes from being part of a shared mission.

By championing continuous learning, celebrating achievements and fostering community engagement, we aim to make WELL more than a great place to work – we strive to make it a place where people can truly grow with purpose.

A great place to work: receiving external recognition



In 2024, WELL earned recognition that reflects the strength of our workplace culture and our continued investment in employee experience.

WELL was certified as a Great Place to Work® across several entities, including WELL Health corporate head office (recertified), WELL Health Diagnostic Centres (recertified for the eighth consecutive year) and – for the first time – WELL Health USA, Circle Medical and Wisp. We were also proud recipients of a Best Workplaces in British Columbia award.

WELL Health Diagnostic Centres earned additional distinctions in 2024, including Best Workplaces in Healthcare, Best Workplaces in Ontario, Best Workplaces for Giving Back, and Best Workplaces Managed by Women. These awards reflect strong employee trust, inclusion and a purpose-driven culture across the organization.

These certifications, based on anonymous employee feedback, speak to our ongoing efforts to create a workplace that is supportive, inclusive and rewarding. Our executive team continues to review employee insights from these surveys and remains committed to translating them into meaningful improvements.

The following feedback reflects the sentiments shared by hundreds of team members across WELL entities:

“This is a great place to work, largely because of the positive, supportive culture, the flexibility and the hybrid/remote work model offered to employees. My direct management trusts me to complete my tasks independently, free from micromanagement, which allows me to work with enthusiasm and a genuine sense of autonomy. Additionally, I am encouraged to share my ideas, which are welcomed and genuinely considered.”

– 2024 Great Place to Work® Survey Respondent

“One thing that really stands out about this company is the positive work environment and the people. My experience here has been very positive, as the work is fulfilling, and everyone is supportive and friendly. It’s a unique aspect that truly makes this a great place to work.”

– 2024 Great Place to Work® Survey Respondent

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Celebrating our people: internal recognition and milestones

In addition to external recognition, we continued to celebrate the people behind our success by acknowledging milestones, outstanding performance and everyday contributions across the organization.

WELL Health USA continued to embed recognition into daily culture. The quarterly employee awards program continued, honouring those who demonstrated exceptional performance, teamwork and impact. Employees celebrating five- and 10-year anniversaries were recognized through internal announcements, social media spotlights and personalized gifts from their managers.

At **WELL Health Diagnostic Centres**, employee recognition remained a key focus. In 2024, the team continued to celebrate birthdays, work anniversaries and achievements through awards such as the monthly Patient Care Award, Quality Ambassador Award and other milestone recognitions, reinforcing a culture of appreciation and respect.

Wisp strengthened its employee appreciation efforts using Award.co, a recognition platform that automates milestone celebrations like birthdays and work anniversaries while enabling discretionary rewards. Managers used the platform to acknowledge team members who went above and beyond, helping to build a culture of appreciation.

We also presented five-year service awards to long-standing employees from all parts of the organization, acknowledging their commitment and contributions to WELL’s growth.



Staying connected to the people who deliver care

In 2024, we continued to invest in programs that promote engagement, satisfaction and retention for clinicians across WELL’s care network.

Our Physician Success Team provides targeted support in recruitment, technology and clinic operations, while initiatives like Pulse Check and regional engagement tools ensure leadership remains attuned to provider feedback.

- Examples of 2024 provider engagement practices include:
- **Circle Medical** uses rolling anonymous surveys and trend analysis to improve the employee experience.
 - **WELL Health Diagnostic Centres** conducts frequent pulse surveys to track satisfaction and engagement.
 - **Wisp** gathers feedback through monthly pulse and quarterly eNPS surveys.
 - **WELL Health USA** uses anonymous engagement surveys to guide continuous improvement.

These tools help ensure that every provider’s voice is heard and that WELL continues to foster a mission-aligned, supportive workplace.

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How the WELL culture attracts and retains talent

As we grow, we remain focused on attracting mission-aligned, high-performing talent and ensuring new hires feel supported and set up for success from day one. Recognizing the competitive nature of healthcare and technology, we’ve implemented a range of initiatives across WELL to attract, retain and develop exceptional people.

Circle Medical introduced a Canadian Registered Retirement Savings Plan (RRSP) to mirror its U.S. 401(k) offering and enhanced U.S. commuter and Flexible Spending Account (FSA) benefits. In 2024, the company doubled its headcount and hosted its largest-ever offsite at an external venue, reflecting its continued growth and strengthened team culture.

WELL Health Diagnostic Centres continued to offer flexible scheduling and family-friendly benefits, including scholarships for employees’ children and underrepresented students. A strong academic partnership network – now spanning more than 12 colleges – supported talent pipelines, while a structured onboarding and buddy system helped new hires feel welcomed and supported.

Wisp maintained its focus on flexibility and remote engagement, offering a 401(k) match, co-working benefit and learning stipends. In 2024, the team also revamped its Slack culture to encourage more open, cross-functional communication. Public Slack engagement rose by more than 15%, while reliance on private messages decreased – improving transparency, connection and agility in a remote-first environment.

WELL Health USA continued to expand its employee value proposition, offering a 401(k) match, PTO cash-out options and Family and Medical Leave Act (FMLA) eligibility for corporate employees. To meet evolving needs, new benefits such as pet insurance, commuter reimbursements, transit stipends and parking support were introduced. Engagement events – including a 4th of July breakfast, Braves Night Out, holiday luncheon and CRNA (Certified Registered Nurse Anesthetists) Week celebrations – fostered camaraderie and helped recognize both new and long-tenured team members.

WELL Health USA’s clinical referral program also remained a key driver of provider recruitment. In 2024, 109 providers were hired through internal referrals – a 28% increase from 2023. This peer-driven approach, where team members are proud to recommend their workplace to others, reflects positively on WELL’s culture.

Across WELL, non-clinical employees benefit from flexible work options, including remote work arrangements, and participation in our long-term incentive plan, which creates a sense of shared ownership in our collective growth.

In Canada, we are consolidating and enhancing benefit plans to ensure consistency and improved coverage. Historically, each acquisition came with its own plan. This update, scheduled for 2025, will improve equity and ensure that all team members who work more than 30 hours per week have access to comprehensive benefits.



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Building a shared identity: introducing the WELLbeings



In 2024, we launched a new cultural identity initiative designed to strengthen our internal sense of belonging and connection and build a shared identity across the growing WELL family.

The goal was simple but powerful: we set out to crowdsource a name that reflected our people, purpose and personality. More than 150 creative submissions poured in from clinics, corporate teams and business units. After narrowing the list to five finalists, more than 350 team members cast their votes – ultimately selecting “WELLbeings” as the winning name, with 107 votes.



150+
creative submissions from
across the company

This lighthearted but meaningful, people-powered initiative was about more than just choosing a name. It brought together employees across roles, regions and levels by engaging them in a shared experience that celebrated our values and reinforced the inclusive, collaborative and caring culture that makes WELL a great place to work.



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Learning, development and career growth

We believe that investing in the growth and success of our people is essential to building an inclusive workforce that is skilled and future-ready. We do this by supporting innovation, talent retention and personal growth.

In 2024, we continued to scale WELL University across the organization. This AI-powered platform advances equitable access to development by providing personalized recommendations based on each team member’s skills, career goals and learning preferences. With thousands of resources spanning technical training, leadership development and personal growth, WELL University helps employees at all levels to build meaningful, future-ready careers.

WELL Health Diagnostic Centres supported more than 150 employees with diverse learning formats that included webinars, certifications and in-person conferences. Leadership development remained a key priority, with targeted programs for senior leaders and emerging talent that strengthened the leadership pipeline and advanced succession planning across the organization.

Circle Medical and **Wisp** continued to invest in career growth through development stipends that support ongoing learning, licence renewals and skill-building in clinical and operational roles.

At **WELL Health USA**, the rollout of a new human resources information system (HRIS) improved visibility into internal job opportunities, making career mobility more transparent and accessible across teams.

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 2024 can be found in the [Appendix](#).

Pay for performance and equitable compensation

Our performance management framework takes a management-by-objectives approach that evaluates results and the values demonstrated in achieving them. Annual performance reviews give employees the opportunity to reflect on their progress and plan for future growth in partnership with their managers.

In 2024, we introduced a formal Pay for Performance program to strengthen this framework. Designed to increase transparency and promote regular feedback, the program helps ensure that compensation decisions are linked directly to individual contributions and outcomes. Performance ratings are reviewed by leadership to support consistent recognition of top performers, and a universal merit increase date was introduced to promote fairness across the organization.

Our goal is to establish compensation practices that are fair and competitive. Our approach includes regular

compensation reviews to ensure legal compliance, internal alignment and fairness across roles and geographical locations. We also proactively assess compensation decisions for potential biases and we continue to evolve our processes to reflect best practices in supporting a fair and inclusive workplace.

To advance this work, we hired a dedicated Compensation and Benefits Manager in 2024 to lead the development of a more comprehensive, organization-wide compensation structure.

Our clinics have also adopted complementary practices. For example, Circle Medical conducted a compensation benchmarking project in 2024 focused on pay practices that are competitive, market-aligned and grounded in role-specific responsibilities.



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Giving back to our communities (WELL Cares)

We actively encourage team members to contribute to their communities in meaningful ways. Through our WELL Cares program, we’ve pledged to allocate one percent of employee and consultant time annually to volunteer efforts. This results in more than 9,000 hours of donated time if fully utilized.

Whether mentoring youth, supporting local charities or engaging in environmental causes, employees are empowered to make a difference in the places where they live and work.

In 2024, we supported dozens of employee-led and regional initiatives across Canada and the U.S. through WELL Cares. Teams organized volunteer projects, donations and holiday giving campaigns tailored to their communities. What made this year special was our regional approach to holiday giving: we empowered teams to lead grassroots efforts that reflected the unique needs of their local areas. From serving meals in Vancouver to food drives in Ontario, our teams showed up in meaningful ways tailored specifically to their communities.



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WELL Cares highlights in 2024

- **YWCA Crabtree Corner.** WELL staff prepared and served breakfast for more than 100 women and their families in downtown Vancouver, supporting access to nourishment in a safe, welcoming space that uplifts women and children facing socio-economic challenges.
- **CityReach Back to School Blast.** Employees helped pack and distribute backpacks filled with school supplies, supporting students in Greater Vancouver with a confident start to the school year and easing the financial burden on families.
- **Pacific Autism Family Network.** Our team attended the Launch Holiday Luncheon, celebrating the achievements and contributions of people with autism and the neurodiverse community.
- **Fundraising and Matched Giving.** The WELL B.C. team raised \$8,080 for local charities. With company matching and support, this resulted in \$25,000 in donations to:
 - **CityReach Care Society.** Supporting the expansion of community programs into Surrey, B.C.

- **Mission Possible.** Sponsoring an individual in the Employment Readiness Program, which helps those facing barriers enter the workforce.
- **United Way.** The WELL Manitoba clinic team raised \$1,060 for community programs focused on poverty alleviation and support for local families.
- **Daily Bread Food Bank.** Through a month-long friendly competition, the OceanMD team donated more than 550 food items to support Toronto-area families in need during the holidays.

In addition, WELL Health Diagnostic Centres employees organized food and refugee support drives and led local volunteer activities for vulnerable populations. As a result of their grassroots initiatives, WELL Health Diagnostic Centres was recognized as one of Canada’s Best Workplaces for Giving Back, reflecting the team’s commitment to compassion, service and social impact.



\$8,080
raised by WELL B.C.
employees, matched to
\$25,000 total impact

100+
women and families
served breakfast at
YWCA Crabtree Corner

550+
food items donated to
Daily Bread Food Bank

\$1,060
raised for United Way
Winnipeg

Dozens of backpacks packed
for students during CityReach’s
Back to School Blast

WELL Health Diagnostic Centres
named one of Canada’s Best
Workplaces for Giving Back

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Performance Tables – SI foundation: Disciplined governance and risk framework

Diversity information relating to WELL’s Board of Directors and Leadership Team in 2024 [\(See page 17.\)](#)

	Board members (%)				Total WELL leaders (%) ¹		
	2021	2022	2023	2024	2022	2023	2024
GENDER							
Female	20	33	33	33	50	23	53
Male	80	67	67	67	48	77	40
Not specified	0	0	0	0	2	0	8
ETHNICITY							
Member of a visible minority	40	50	50	40	n/a	n/a	43
Not a member of a visible minority	60	50	50	60	n/a	n/a	57
Not specified	0	0	0	0	n/a	n/a	0
INDEPENDENCE							
Independent	80	83	83	83			
Not independent	20	17	17	17			
Not specified	0	0	0	0			

Numbers may not add to 100% due to rounding.

1 WELL leaders include senior executives, executives, directors and managers. Data for the full leadership team was not available for 2021.

2 Data includes both senior executives and business unit leaders.

WELL leaders (breakdown by role)		
Senior executives (%) ²	Executives (%)	Directors and managers (%)
2024	2024	2024
22	24	61
63	62	32
15	14	7
60	21	4
40	73	9
0	6	87

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Performance Tables – Priority 1: Provider support and digital enablement

Healthcare providers supported by WELL in 2024 [\(See page 29.\)](#)

	2021		2022		2023		2024	
Number of healthcare providers supported by WELL	Canada	United States	Canada	United States	Canada	United States	Canada	United States
Patient Services	1,165	794	1,672	1,283	2,293	1,667	2,567	1,582
SaaS and Technology Services	20,000+	0	23,000+	0	26,000+	0	32,800+	0

Access to inclusive care in 2024¹ [\(See page 35.\)](#)

	2021 ²		2022 ³		2023 ⁴		2024 ⁵	
Indicator	Canada	United States	Canada	United States	Canada	United States	Canada	United States
Percentage of appointments held virtually	50%	34%	49%	68%	39%	70%	25%	76%
Average time to access a virtual appointment	< 1 day		< 1 day		< 1 day		< 1 day	
Average time to access an in-clinic appointment	4 days		4.5 days		4.8 days		5.1 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.
4 All data was collected between January and December 2023.
5 All data was collected between January and December 2024.

WELL’s patient safety and quality of care performance in 2024 [\(See page 37.\)](#)

Indicator	2021	2022	2023	2024
Number of WELL clinics that underwent a third-party quality audit ¹	8	16	2	23
Percentage of these clinics that passed the quality audit ¹	100%	100%	100%	100%
Average patient review score ²	(N/A)	73	79	81

1 Applies to clinics directly controlled by WELL.
2 Applies only to clinics in British Columbia.

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Performance Table – Priority 2: Safeguarding patient data

WELL’s privacy and data protection performance in 2024 [\(See page 48.\)](#)

Indicator	2021	2022	2023	2024
Percentage of companies in WELL’s EMR Group that are certified in ISO27001 and ISO13485	100%	100%	100%	100%
Monetary losses as a result of legal proceedings associated with data security and privacy	\$0	\$0	\$0	\$0
Percentage of registered ¹ WELL Health employees who completed training in cybersecurity	81%	87%	88%	90%
Number of healthcare providers protected in WELL’s platform	21,000+	23,000+	34,000+	49,000+
Number of patients’ personal information protected ²	23 million+	25 million+	33 million+	33 million+

1 Registered refers to registration for WELL Health’s training platform.
2 This number has 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.

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Performance Tables – Priority 3: A healthy place to work

Breakdown of WELL team members by gender and generation in 2024 [\(See page 53.\)](#)

		Team members by gender (%)				Team members by generation (%)					
Category	YoY					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)		Total
		Female	Male	Not specified	Total				Not Specified		
All team members ¹	2024	63.63	30.93	5.45	100.00	8.50	21.64	26.70	3.40	39.76	100.00
	2023	63.83	32.71	3.46		11.58	27.40	34.23	4.31	22.49	
	2022	62.71	35.91	1.38		10.43	26.32	34.04	4.91	24.30	
	2021	64.88	35.08	0.04		15.00	36.00	40.00	8.00	N/A	
By employment group											
Clinicians ²	2024	66.86	28.24	4.90	100.00	9.07	20.73	21.23	2.93	46.03	100.00
	2023	67.52	29.78	2.70		12.32	26.84	29.25	3.64	27.95	
	2022	66.68	32.49	0.83		11.51	25.95	29.51	3.92	29.11	
	2021	69.73	30.27	0.00		18.00	39.00	36.00	7.00	N/A	
Non-clinicians	2024	49.27	42.87	7.86	100.00	5.95	25.70	50.95	5.50	11.90	100.00
	2023	48.87	44.58	6.55		8.58	29.68	54.40	7.00	0.34	
	2022	47.66	48.90	3.44		6.34	27.69	51.24	8.68	6.05	
	2021	50.76	49.08	0.15		8.00	30.00	10.00	51.00	N/A	
By position type											
Board members	2024	40.00	60.00	0.00	100.00	40.00	60.00	0.00	0.00	0.00	100.00
	2023	33.33	66.67	0.00		33.33	66.67	0.00	0.00	0.00	
	2022	33.33	66.67	0.00		33.33	66.67	0.00	0.00	0.00	
	2021	20.00	80.00	0.00		40.00	60.00	0.00	0.00	N/A	
Executive team members (C-level and VP)	2024	21.54	66.15	12.31	100.00	9.23	55.38	27.69	0.00	7.69	100.00
	2023	22.73	77.27	0.00		15.15	60.61	24.24	0.00	0.00	
	2022	16.67	79.17	0.00		10.42	54.17	31.25	0.00	4.17	
	2021	19.15	80.85	0.00		14.00	39.00	48.00	0.00	N/A	
Directors and managers	2024	60.71	32.14	7.14	100.00	6.79	31.79	46.79	0.71	13.93	100.00
	2023	59.20	35.60	5.20		7.20	40.00	52.00	0.80	0.00	
	2022	59.65	38.60	1.75		7.02	43.28	45.03	1.75	2.92	
	2021	63.81	36.19	0.00		11.00	44.00	45.00	1.00	N/A	

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		Team members by gender (%)				Team members by generation (%)					
Category	YoY					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)		Total
		Female	Male	Not specified	Total				Not Specified		
Other team members	2024	74.47	20.63	4.90	100.00	7.10	17.56	45.72	10.83	18.80	100.00
	2023	73.23	21.42	5.35		10.30	24.05	51.98	13.59	0.08	
	2022	67.74	30.42	1.84		6.25	21.78	54.32	14.16	3.49	
	2021	63.93	35.93	0.14		7.00	26.00	51.00	16.00	N/A	
Providers ³	2024	60.40	34.30	5.30	100.00	9.16	21.38	15.68	0.26	53.51	100.00
	2023	62.09	35.48	2.43		12.52	27.11	23.75	0.68	35.94	
	2022	61.45	37.48	1.07		12.59	26.99	23.41	0.60	36.41	
	2021	66.85	33.15	0.00		20.00	41.00	35.00	5.00	N/A	
Advisors	2024	50.00	50.00	0.00	100.00	100.00	0.00	0.00	0.00	0.00	100.00
	2023	33.33	66.67	0.00		66.67	0.00	0.00	33.33	0.00	
	2022	33.33	66.67	0.00		66.67	0.00	0.00	33.33	0.00	
	2021	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	
Consultants	2024	49.46	41.94	8.60	100.00	8.60	34.41	47.31	7.53	2.15	100.00
	2023	48.98	46.94	4.08		8.16	23.13	63.27	4.08	1.36	
	2022	78.95	21.05	0.00		0.00	5.26	5.26	5.26	84.21	
	2021	N/A	N/A	N/A		N/A	N/A	N/A	N/A	N/A	
By business line											
Corporate	2024	40.00	59.13	0.87	100.00	7.83	40.87	42.61	8.70	0.00	100.00
	2023	40.00	60.00	0.00		9.52	38.10	40.00	12.38	0.00	
	2022	34.88	65.12	0.00		9.30	32.56	39.53	18.60	0.00	
	2021	32.31	67.69	0.00		12.00	37.00	37.00	14.00	N/A	
Omni-channel patient services	2024	64.40	29.48	6.12	100.00	9.46	19.02	18.08	2.64	50.79	100.00
	2023	65.47	30.73	3.80		13.20	26.55	27.20	4.09	28.95	
	2022	65.19	33.26	1.55		12.21	26.88	25.24	4.09	31.58	
	2021	69.60	30.35	0.05		18.00	40.00	35.00	7.00	N/A	
Virtual services	2024	63.47	33.01	3.53	100.00	5.09	28.99	56.22	5.58	4.11	100.00
	2023	60.84	36.48	2.68		6.36	29.13	57.16	4.17	3.18	
	2022	57.89	41.14	0.97		4.98	23.91	60.92	6.07	4.12	
	2021	52.33	47.67	0.00		7.00	25.00	58.00	10.00	N/A	

* Numbers may not add to 100% due to rounding.

1 Data includes all employees, healthcare providers and consultants within WELL and its subsidiaries. For entities acquired during 2024, data refers to the period following the 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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WELL’s well-being performance in 2024 [\(See page 56.\)](#)

Indicator	2022	2023	2024
Number of therapy sessions WELL team members have taken through WELL Mental Health & Wellness	336	581	446
Number of WELL Mental Health & Wellness therapy sessions WELL has funded to support team members and their family members ¹	294	455	270
Number of team members, including family, supported by the WELL Mental Health & Wellness program	123	172	156
Cost of team members’ WELL Mental Health & Wellness therapy sessions covered by WELL	\$28,132	\$43,225	\$27,540

1 WELL provided unlimited therapy sessions free of charge to team members through WELL Mental Health & Wellness during the year.

WELL’s employee recruitment, development and retention performance in 2024 [\(See page 61.\)](#)

Indicator	2021	2022	2023	2024
Total number of WELL Health team members ¹	2,892	3,500+	4,482	4,847
Number of WELL healthcare providers and clinicians ²	2,300	2,900+	3,596	4,100
Number of WELL Health non-provider and non-clinician employees	592	726	886	891
Voluntary turnover rate ³				
WELL Health head office	11%	9%	14%	13%
Overall	17%	22%	17%	17%
Total number of volunteer hours available to WELL team members through the one per cent pledge ⁴	3,868	5,402	9,065	11,633

1 Data includes all employees, healthcare providers and consultants within WELL and its subsidiaries.
2 Data includes registered physicians and other healthcare professionals at our clinics. This number may exclude some providers who work at some of our virtual clinics.
3 Data applies to employees only, not including healthcare providers and consultants.
4 Based on hours worked. Does not include WELL Health USA, WELL Health Diagnostic Centres, Circle Medical, Wisp and ExcelleMD.



WELL Health
TECHNOLOGIES CORP

Thank you.

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We would love to hear from you.

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