



WELL Health
TECHNOLOGIES CORP

Built for This Moment in Healthcare

2025

Sustainability and Impact Report



What's inside

1

Built for this moment in healthcare

2

A message from our CEO

3

Who we are

8

Sustainability and impact framework

9

2025 highlights

10

Priority 1:
Built for empowerment –
Provider support and digital enablement

21

Priority 2:
Built for security –
Safeguarding patient data

27

Priority 3:
Built for people –
A healthy place to work

41

Foundation:
Built for trust –
Disciplined governance and risk framework

48

Appendices:
About this report,
performance tables,
SASB index

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.

BUILT FOR THIS MOMENT IN HEALTHCARE
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Built for this moment in healthcare

Canada’s healthcare system is evolving rapidly as providers and healthcare organizations respond to changing patient needs, an aging population, capacity constraints and growing demand for care.

For nearly a decade, WELL has been building for this moment – helping strengthen the healthcare system and supporting the providers and organizations at the heart of caring for Canadians.

Today, our ecosystem supports more than 43,000 providers, 4,600 clinicians and over 10.5 million patient interactions annually. We have built the technology, infrastructure and clinical footprint – including Canada’s largest outpatient network – to help the healthcare system do more with what it has today while supporting the shift toward preventative care, longevity and more personalized care.

Providers are at the heart of this work. When they are supported with the right tools, the right data and more time to focus on their patients, the entire system works better. That is what WELL is built for.



Built for this moment in healthcare
A MESSAGE FROM OUR CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

A message from our CEO

Nearly a decade ago, WELL set out to build the technology, infrastructure and clinical capacity needed to strengthen healthcare delivery. In 2025, we supported more than 10.5 million care interactions across Canada and the U.S., demonstrating the scale of what we have built.

There is still much more work to do. Access to care remains a challenge, and providers continue to face growing demand and increasing operational pressures. Recent national data show that fewer than three in 10 Canadian adults with a primary care provider could access same- or next-day care for a non-urgent need. This is why WELL remains focused on helping the healthcare system do more with what it has today.

Our integrated healthcare ecosystem allows us to support providers at scale while improving how care is delivered. Today, that ecosystem combines Canada’s largest outpatient medical clinic network with an integrated portfolio of digital health technologies, AI-enabled solutions and healthcare services. Together, these capabilities extend our impact well beyond the clinics we operate to healthcare organizations and public sector partners across Canada.

In 2025, we scaled the use of AI while strengthening consent management and data governance to support its responsible use. Our AI capabilities are helping simplify clinical workflows, reduce administrative burden and support clinical decision-making. At the same time, we expanded WELLTRUST into an enterprise consent management program supporting transparent and responsible data use across research, AI and commercial initiatives.

We also see significant opportunity in preventative health and longevity. In 2025, we advanced our offerings in this area, helping people better understand their health, identify risks earlier and take a more proactive

approach to care. We believe this shift toward earlier, more personalized care can help people live longer, healthier lives. And as these offerings become more integrated with WELL’s primary, specialty and diagnostic care experiences, we see further opportunities to deliver more personalized care and improve patient outcomes.

Our people continue to be one of WELL’s greatest strengths, and we are focused on creating a workplace where they feel supported, connected and proud of the work they do. In 2025, several WELL entities across Canada and the U.S. earned Great Place to Work® recognition. Through WELL Cares, our employees also contributed thousands of volunteer hours to the communities where we live and work.

This fifth annual Sustainability and Impact Report reflects the progress we made in 2025 and our long-term vision for healthcare. We remain committed to empowering providers, advancing responsible innovation and helping improve health outcomes for the communities we serve.

Thank you to our employees, providers, patients, partners and shareholders for your continued trust and support.

Best regards,



Hamed Shahbazi
Founder, Chair & CEO



Built for this moment in healthcare
A message from our CEO
WHO WE ARE
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index



Who we are

WELL Health (“WELL”) is a practitioner-focused digital healthcare company. Our mission is to build innovative digital technologies that empower and support healthcare providers and their patients to positively impact health outcomes.

The WELL universe comprises three main revenue-generating business units:

- **Canada Patient Services**, which includes Canada’s largest outpatient medical clinic network, comprising the largest primary care clinic network and diagnostic care network, as well as specialty, allied health, virtual care, preventative health and longevity services.
- **WELL Health USA**, which includes Circle Medical, Wisp and CRH Anesthesia, providing primary care, women’s health, anesthesia and other technology-enabled healthcare services through virtual and in-person care models.
- **WELLSTAR**, which supports healthcare providers through a comprehensive suite of healthcare technology solutions that improve patient outcomes and system efficiency.

In addition, **WELL Ventures** makes strategic minority investments in healthcare and digital health companies. **CyberWELL** provides integrated cybersecurity and digital resilience services for organizations operating in complex and regulated environments. WELL also operates a clinical research platform supporting clinical trials and health information review studies and maintains a strategic partnership and ownership interest in **HEALWELL AI**, a healthcare artificial intelligence company focused on preventative care through early identification and detection of disease.

[Explore the WELL Health universe.](#)

Built for this moment in healthcare
A message from our CEO
WHO WE ARE
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Built for care

WELL helps healthcare providers spend less time on administration and more time caring for patients through technology, AI-enabled tools and operational expertise that optimize how clinics operate and how care is delivered.



“Having a family doctor isn’t a luxury, it’s a foundation of equitable, effective healthcare. WELL is proud to be able to offer family doctors to thousands of Canadians who are currently without access to longitudinal care.”

– Jeremy Mickolwin,
President of Primary Care, WELL Health

SUPPORTING PROVIDERS

Healthcare providers face administrative and operational demands that take time away from patient care. WELL’s technology ecosystem supports providers throughout the clinical journey, from patient engagement and scheduling to documentation, billing and clinical decision support. WELL supports Canadian healthcare providers at scale through one of the country’s largest outpatient clinic networks and technology solutions used by more than 40% of family physicians.

OPTIMIZING CARE DELIVERY

WELL solutions streamline workflows, automate routine tasks and reduce administrative burden. Practices using WELL solutions have achieved an 80% reduction in no-shows, reduced phone time by 2.5 hours per day and saved up to 30 minutes per patient encounter on administrative tasks. Physicians using WELL’s scribe and automated fax inbox management tools save up to five hours per day.

IMPROVING ACCESS AND EXPERIENCES

Providers spend less time on administration, with more time for patient care. Patients benefit from convenient appointment booking, streamlined intake, improved communication and technology-enabled care experiences. In 2025, WELL clinics achieved an average NPS of 80, compared to an industry average of 34.

The issue: LONG WAIT TIMES

Patients wait an average of 15.3 weeks for a cardiologist consultation following physician referral.

KARDIA + CLINICIAN REVIEW

WELL partnered with AliveCor, maker of Kardia personal electrocardiogram (ECG) technology, to help Canadians access cardiology expertise more quickly, regardless of where they live.

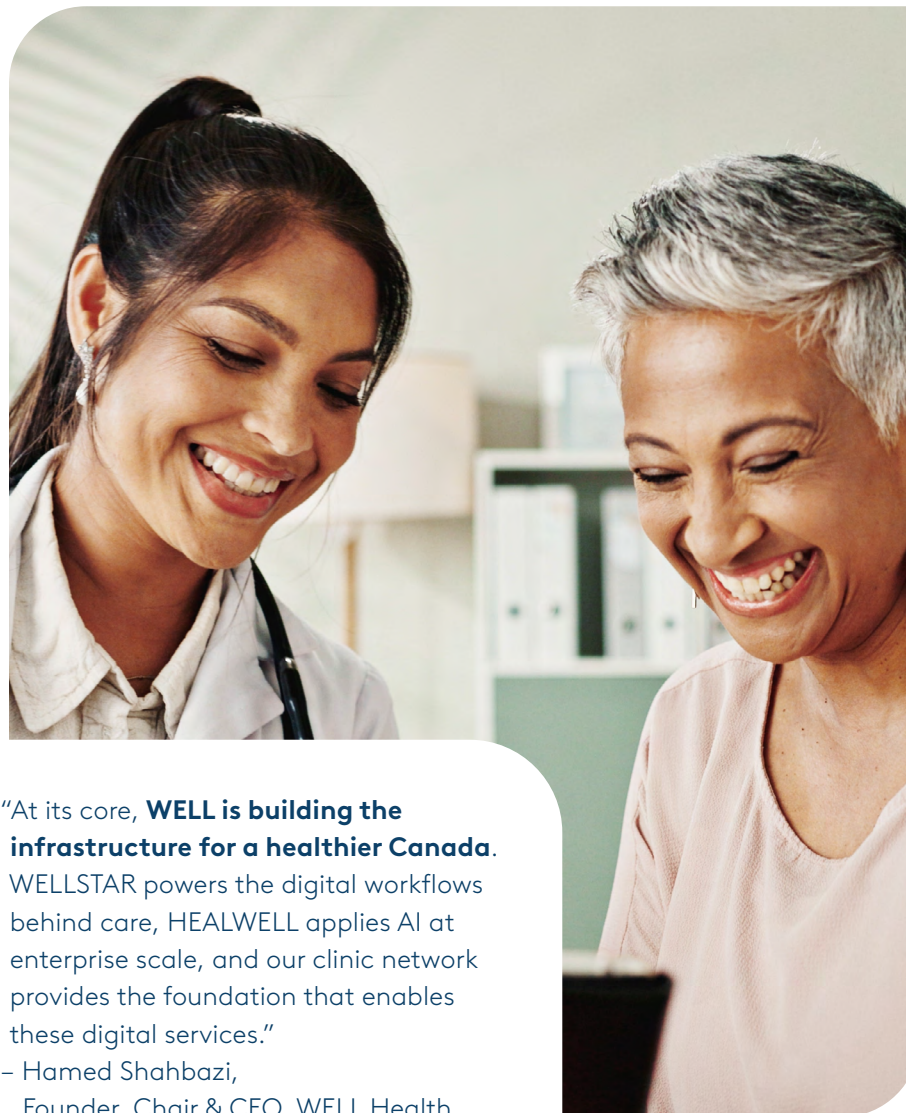
24 hours

wait time for
evaluation by a
WELL cardiologist

Built for this moment in healthcare
A message from our CEO
WHO WE ARE
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Built for Canada

WELL is helping strengthen Canadian healthcare through technologies, services and infrastructure that are becoming increasingly embedded across the healthcare system, supporting providers, healthcare organizations and public sector partners nationwide.



“At its core, **WELL is building the infrastructure for a healthier Canada.** WELLSTAR powers the digital workflows behind care, HEALWELL applies AI at enterprise scale, and our clinic network provides the foundation that enables these digital services.”
– Hamed Shahbazi,
Founder, Chair & CEO, WELL Health

EMBEDDED ACROSS CANADIAN HEALTHCARE

Through provincial networks and digital health platforms, WELL supports healthcare delivery at scale throughout Canada.

OceanMD powers provincial eReferral programs across the country, serving as the backbone for digital health transformation initiatives. The platform connects more than 4,700 clinics and hospitals, supports over 37,000 active users and facilitates more than 1.7 million eReferrals annually, including across nine of Ontario’s 10 largest hospitals.

ADVANCING NATIONAL HEALTHCARE PRIORITIES

In 2025, NexusAI™ was selected for Canada Health Infoway’s AI Scribe Program, a national initiative that supports up to 10,000 primary care clinicians with funded AI documentation tools while advancing government objectives to reduce physician administrative burden and improve healthcare efficiency.

HEALWELL and WELLSTAR were also selected for the Canada Health Infoway’s Vendor Innovation Program, reflecting WELL’s growing role in supporting government-backed initiatives and healthcare modernization priorities across Canada.

The issue: LIMITED SPECIALIST ACCESS

Accessing specialist expertise can take time, creating delays for patients and increasing pressure on providers and the healthcare system.

eCONSULT CANADA

WELL acquired eConsult Canada, a platform that enables primary care providers to seek guidance directly from specialists. By helping providers resolve many cases without requiring a referral, eConsult can reduce unnecessary specialist visits and diagnostic imaging, improve patient flow and support a more efficient public healthcare system.

Built for this moment in healthcare
A message from our CEO
WHO WE ARE
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Built for tomorrow

WELL is helping shape the future of healthcare today through AI-powered technologies and preventative care solutions that support earlier intervention, improve clinical decision-making and help people live longer, healthier lives.



“Preventative health only works when you invest in it. By combining advanced diagnostics, AI-powered insights and personalized care, **we’re helping people identify health risks earlier and take action before disease progresses.**”

– Vince Danielsen,
Vice President of Preventative Health,
WELL Health

AI-POWERED HEALTHCARE DELIVERY

WELL is leveraging AI to transform how care is delivered. NexusAI™, WELL’s next-generation agentic AI platform, already supports more than 55,000 patient encounters each month, helping automate clinical workflows, reduce administrative burden and free up more time for patient care.

WELL AI Decision Support (WAIDS) accelerates diagnosis, identifies potential care pathways and supports earlier detection of more than 100 diseases, including rare and chronic conditions, helping clinicians make more informed decisions and improve patient outcomes.

PROACTIVE HEALTH AND LONGEVITY

WELL is helping people take a proactive approach to their health through advanced diagnostics, disease screening, precision medicine and personalized care supported by AI-driven insights.

Operating in four provinces, WELL Health Medical & Longevity Centres provide comprehensive health assessments, targeted screening and ongoing care to identify health risks earlier and support long-term health and wellness. Through WELL Longevity+, patients receive personalized insights and action plans tailored to their unique health profile, helping them better understand their health today and reduce future risks.

The issue:

LATE DISEASE DETECTION

Many serious health conditions are not identified until symptoms appear, limiting opportunities for early intervention and treatment.

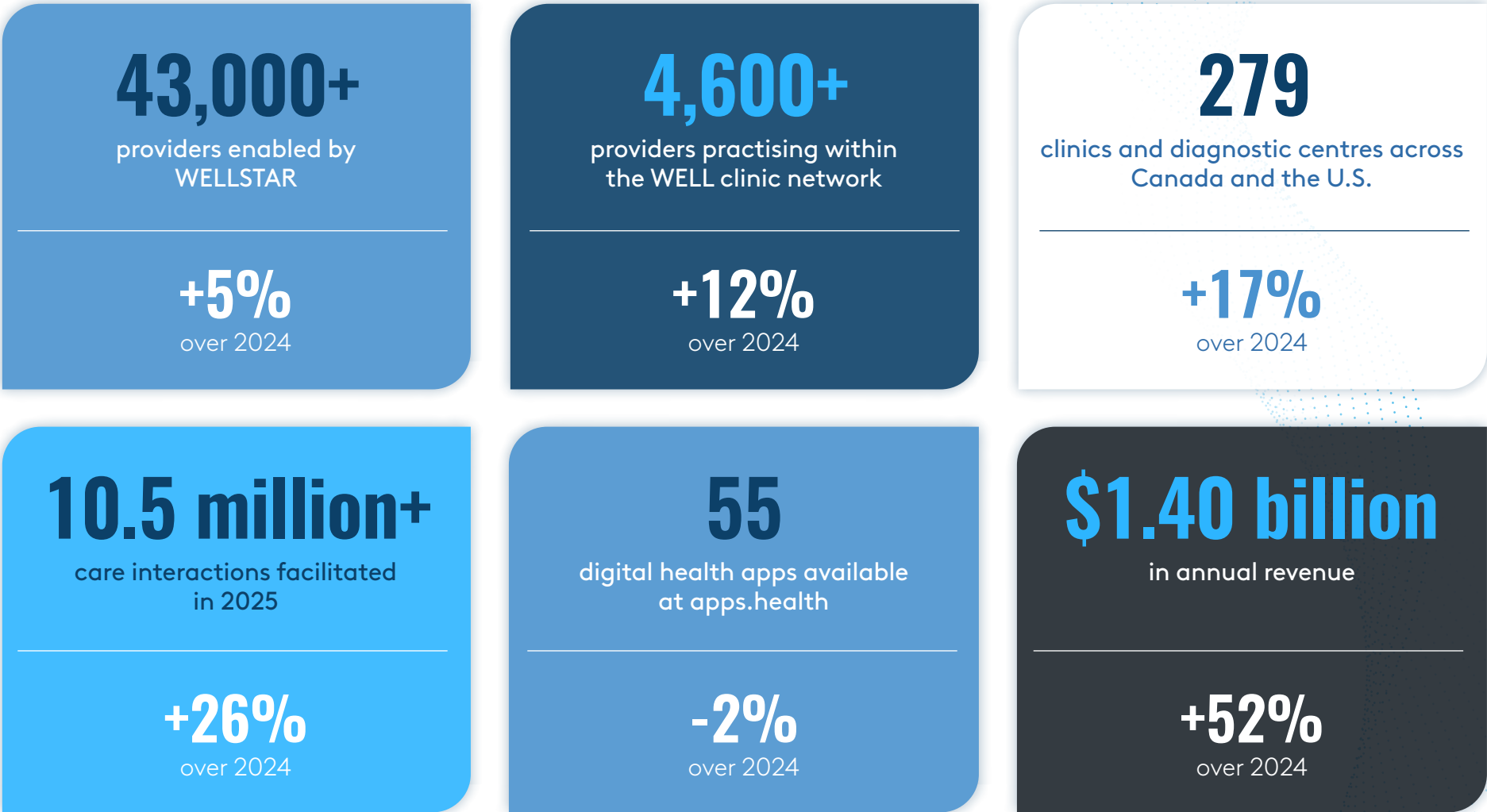
CANCER GUARD

WELL Longevity+ Cancer Guard combines advanced diagnostics, specialized screening and full-body cancer imaging to help identify potential signs of cancer earlier. Through comprehensive screening and personalized clinical guidance, patients gain deeper insights into their health risks and can take proactive steps to support long-term health and well-being.

Built for this moment in healthcare
A message from our CEO
WHO WE ARE
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Built for success

As WELL continues to grow each year, we empower an increasing number of healthcare providers with fast, efficient technologies that improve care access and patient outcomes.



Built for this moment in healthcare
A message from our CEO
Who we are
SUSTAINABILITY AND IMPACT FRAMEWORK
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Sustainability and impact framework

Our sustainability and impact framework and priorities guide how we support providers, improve access to high-quality care, protect patient data, strengthen our workforce and operate responsibly across our healthcare technology and care delivery businesses.

Our framework focuses on the areas where we believe we can create the greatest long-term value for patients, providers, employees, shareholders and communities while addressing topics most relevant to our business and operating environment. Priorities – including provider support and digital enablement, patient data privacy and security, workforce well-being and responsible business practices – help guide risk management, accountability, operational resilience and long-term business performance across the organization.

Oversight is supported through a cross-functional governance structure comprising leaders from key business functions who help monitor emerging risks and opportunities and coordinate initiatives related to WELL’s sustainability and impact priorities. This structure helps integrate sustainability and impact considerations into business strategy and day-to-day operations.

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



SUSTAINABILITY AND IMPACT FOUNDATION: Disciplined governance and risk framework

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

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 HIGHLIGHTS
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

2025 highlights



PRIORITY 1: Provider support and digital enablement

- Expanded AI-supported tools to enhance provider workflows, care coordination and operational efficiency
- Expanded preventative screening and longevity care initiatives supporting earlier disease detection



PRIORITY 2: Safeguarding patient data

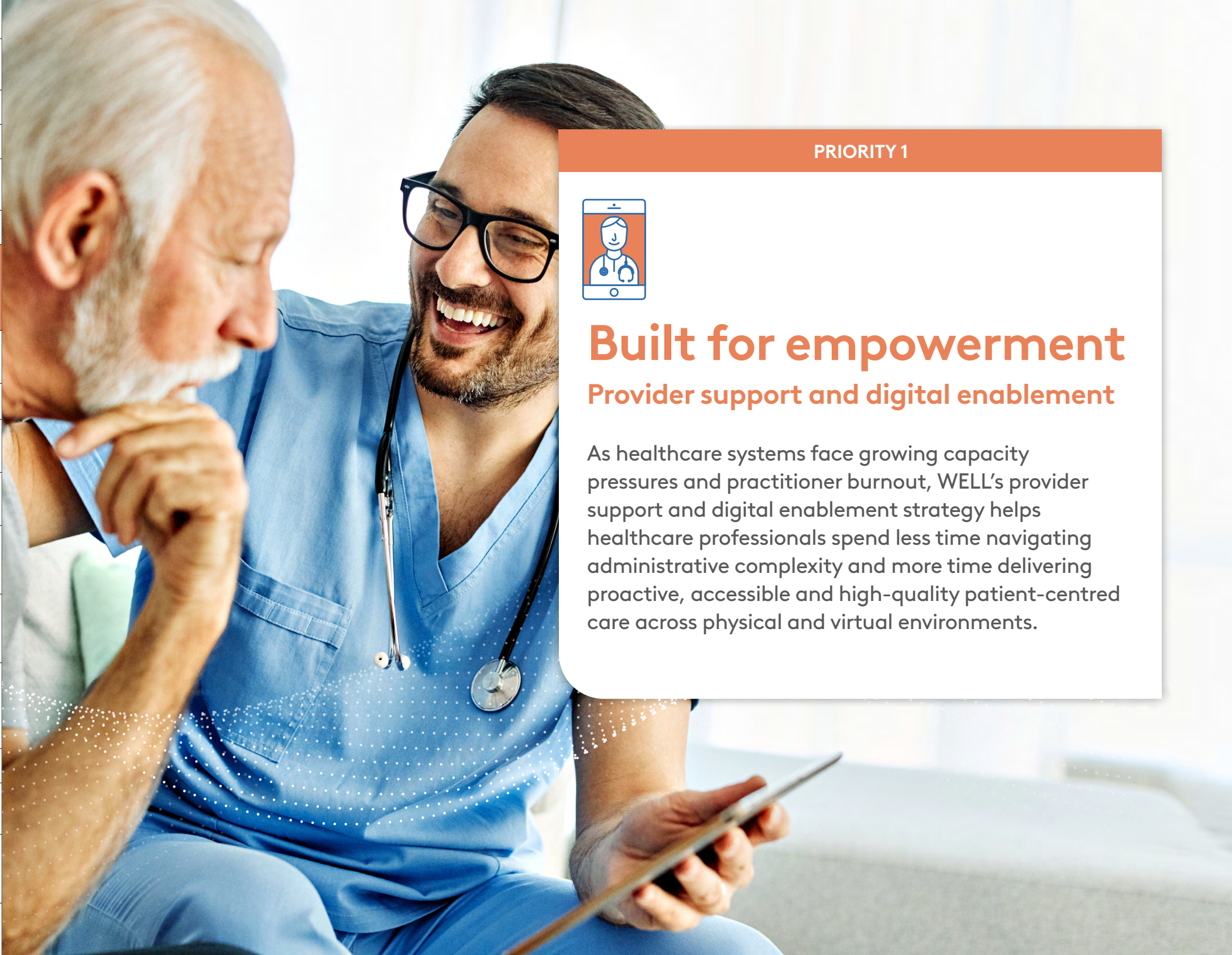
- Strengthened enterprise AI governance, vendor oversight and cybersecurity risk management
- Established WELLTRUST as an enterprise consent management program supporting responsible data use



PRIORITY 3: A healthy place to work

- Earned Great Place to Work® Certifications across WELL entities in Canada and the U.S.
- Contributed 3,100+ volunteer hours through WELL Cares

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index



PRIORITY 1



Built for empowerment

Provider support and digital enablement

As healthcare systems face growing capacity pressures and practitioner burnout, WELL’s provider support and digital enablement strategy helps healthcare professionals spend less time navigating administrative complexity and more time delivering proactive, accessible and high-quality patient-centred care across physical and virtual environments.

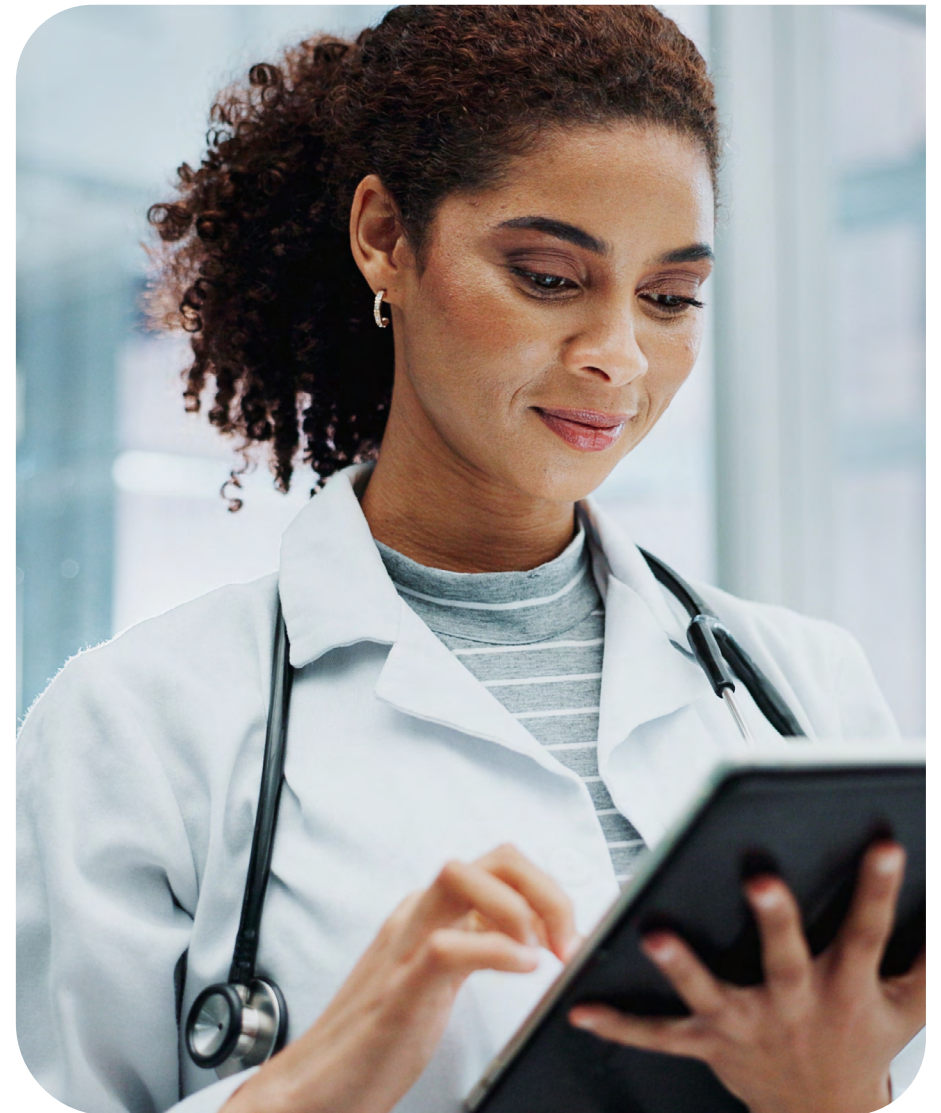
Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Supporting providers through smarter care delivery

Our practitioner enablement platform, powered by [WELLSTAR](#), brings together software, services and integrations designed to support the realities of modern healthcare delivery. Built in collaboration with clinicians and continuously refined through user feedback, the platform helps streamline clinic workflows, reduce administrative burden and support more coordinated care delivery.

Providers can access WELL's tools through WELL-operated clinics or as standalone solutions within non-WELL clinics, depending on operational needs. Key offerings include WELL's proprietary electronic medical records (EMRs), billing and revenue cycle management, telehealth platforms, patient engagement tools and an expanding ecosystem of applications through [apps.health](#), including scheduling automation, patient communication and AI-supported documentation and clinical support tools.

See the [Performance Tables](#) in [Appendix 2](#), page 49, for a breakdown of healthcare providers supported by WELL in 2025.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

CASE STUDY

Modernizing drug access approval workflows

Context

Nova Scotia’s Exception Status Drug (ESD) program supports access to approximately 100 medications requiring prior approval before coverage is granted. Historically, the process relied heavily on paper forms, fax submissions and manual follow-ups, creating administrative burden for providers and delays in patient access to medication coverage.

Challenge

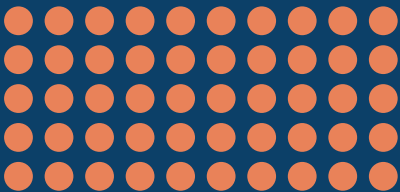
The legacy workflow created inefficiencies for providers and pharmacists, with limited visibility into request status and lengthy manual coordination processes. In some cases, patients arrived at pharmacies before approvals had been processed, disrupting continuity of care and the patient experience.

Solution

In 2025, OceanMD partnered with Nova Scotia’s Department of Health and Wellness to launch a digital eSubmission pilot for the ESD program. The solution introduced a unified electronic workflow integrated into existing EMR systems, allowing physicians, nurse practitioners, specialists and pharmacists to submit ESD requests digitally through their existing clinical workflows. The platform consolidated more than 50 separate forms into a single digital experience while enabling automated notifications and improved visibility into submission status.

Impact

Early feedback demonstrated strong adoption and positive provider experience, with approximately 90% of users reporting improved workflow efficiency. The pilot also helped support more timely access to medications for patients.



50
forms
combined into



90%
of users reported
improved efficiency

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Improving clinic operations and care coordination

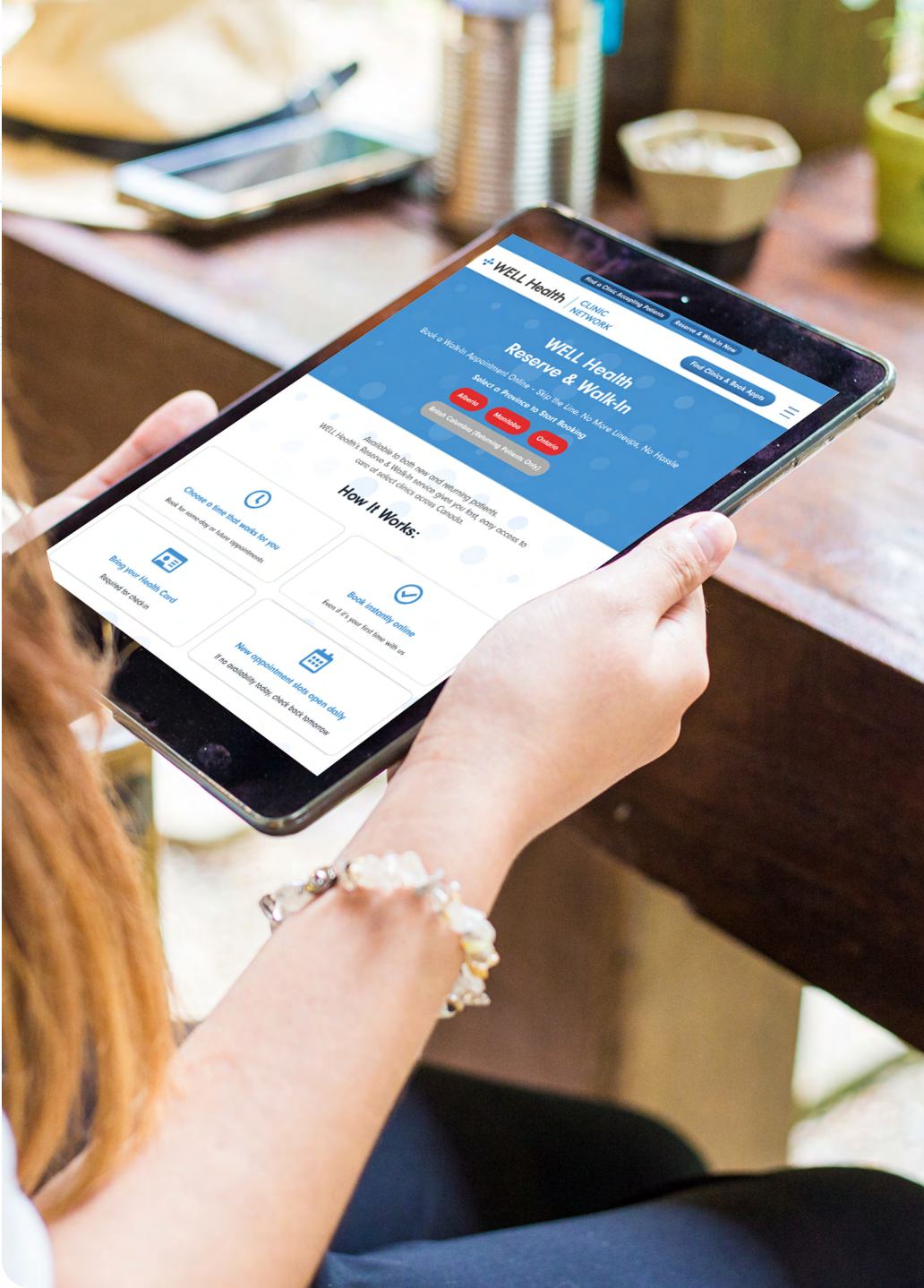
WELL clinics play an important role in piloting, integrating and scaling digital solutions that improve care delivery and operational efficiency. In 2025, we expanded digital intake and queue management capabilities through the [Reserve & Walk-In](#) system, which supports same-day booking, digital patient intake and real-time scheduling visibility across participating clinics. The platform helps reduce manual intake processes, improve patient flow and increase operational efficiency. In 2025, it supported approximately 42,000 patient visits, including more than 14,000 new patient visits.

WELL also launched patient volume initiatives that use digital marketing analytics and centralized intake systems to better align patient demand with available provider capacity. These initiatives help improve appointment utilization, reduce scheduling gaps and optimize capacity across clinics. A key component is the [Accepting New Patients](#) digital waitlist, which received approximately 29,000 applications across British Columbia, Alberta, Manitoba and Ontario in 2025, supporting more effective use of available clinic capacity.

To improve communication and care coordination across preventative health clinics, we implemented integrated communication platforms across approximately 80% of clinic locations in British Columbia, Alberta, Ontario and Quebec. These platforms support more coordinated communication between patients, providers and clinic teams, helping improve operational responsiveness and timely access to care.

42,000

patient visits supported by our Reserve & Walk-In system



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Expanding intelligent clinical and workflow support

AI tools and clinical intelligence capabilities are increasingly integrated across WELL’s provider enablement ecosystem, supporting workflow efficiency, operational coordination and clinical decision-making.

[Nexus AI](#)™ scribe and clinic automation solutions use AI-enabled workflows to reduce administrative burden across clinical documentation and document management activities. Clinics using Nexus AI solutions report provider time savings of up to two hours per day on documentation and more than 25 staff hours per week through automated processing of faxes, lab results and referral letters. By reducing administrative workload, these tools help return time to care teams and support greater focus on patient care.

We are advancing AI-supported clinical intelligence capabilities through [WELL AI Decision Support](#) (WAIDS), developed in partnership with HEALWELL AI. The platform analyzes patient histories, lab results and clinical documentation to identify care gaps and surface clinically relevant insights that support earlier intervention and more proactive care planning. WAIDS screens for more than 100 rare diseases and chronic conditions such as diabetes, hypertension and chronic kidney disease.

In 2025, we also expanded AI capabilities across our Preventative Health division through the rollout of Longevity AI across clinics in British Columbia, Alberta and Ontario. The platform integrates clinical data, wearable insights and evidence-based protocols to support continuous health monitoring, early risk detection and more personalized approaches to preventative and chronic disease care. It also helps reduce administrative burden by automating routine tasks and manual processes, allowing clinic teams to focus more time on patient care and clinical activities. By the end of 2025, the platform was being used by 35 physicians and more than 70 medical support staff across participating clinics.

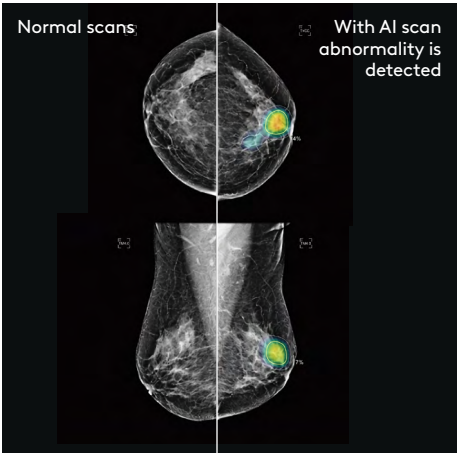
WELL Health

DIAGNOSTIC CENTRES

Advancing early detection in women’s health screening

[WELL Health Diagnostic Centres](#) implemented Lunit’s INSIGHT® MMG, an AI-powered mammography support tool, across all 10 of its Ontario Breast Screening Program (OBSP) clinics, becoming one of the first diagnostic providers in Ontario to deploy the technology at scale. The technology is used as a second-read tool for women aged 40 and older and is provided at no additional cost to patients or the Ministry of Health.

The tool provides radiologists with an additional layer of image review to help identify areas requiring closer assessment. It is designed to complement, rather than replace, clinical judgment, supporting diagnostic confidence. During the evaluation period, the technology supported earlier identification of potential cancers requiring further review. Global clinical studies have also shown benefits related to early-stage detection, evaluation of dense breast tissue and reductions in unnecessary biopsies.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Scaling provider support and enablement

OceanMD continued to expand its video-based learning management system (LMS) across four Canadian provinces, supporting onboarding and training for provincial programs, independent clinics and healthcare teams using Ocean technologies. By the end of 2025, the LMS included more than 85 video courses and walkthroughs totaling approximately 15 hours of educational content and serving more than 1,000 users.

In 2025, we also launched ECKO, an AI-enabled knowledge assistant integrated within our support portal. Drawing from multiple internal data sources and knowledge systems, ECKO provides 24/7 assistance to providers, clinic staff and internal teams to troubleshoot issues, navigate workflows and access resources more efficiently. Since launching in September 2025, ECKO has resolved hundreds of support inquiries each week with an approximately 95% resolution rate.

95%

of support inquiries resolved with ECKO knowledge assistant



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Improving access to care

Access to timely, coordinated healthcare remains a challenge across both Canada and the U.S., particularly for patients facing geographic, financial or system-level barriers. WELL is expanding digital infrastructure, virtual care capabilities and preventative care programs to help improve access, reduce friction across the care journey and support more equitable health outcomes.

Expanding virtual and digital access to care

Our virtual and asynchronous care platforms such as [Tia Health](#), [Circle Medical](#) and [Wisp](#) help expand access to care across Canada and the U.S., particularly for patients facing barriers related to location, mobility, scheduling or stigma. These platforms provide access to telehealth appointments, consultations, prescriptions and follow-up care through flexible digital care models. Patients can often select providers based on language, gender and area of expertise, supporting more personalized care experiences.

Wisp focuses on women’s healthcare services, including sexual health, contraception, fertility, menopause and hormonal care, particularly in underserved and time-sensitive areas of care. By the end of 2025, Wisp supported more than 1.3 million patient visits, including many patients living in areas with limited access to in-person care. Wisp also expanded digital patient engagement channels through the launch of over-the-counter women’s health products on TikTok Shop, helping connect patients with healthcare products and educational content through digital platforms they already use for health and wellness information.

In addition, CRH GI Solutions, a segment of [CRH Medical](#) focused on gastrointestinal (GI) products and services, [partnered with WovenX Health](#) to help address persistent challenges related to patient access and operational capacity through technology-enabled solutions that streamline care delivery, improve access to GI care and support more efficient use of clinical resources.

Across both Canada and the U.S., WELL incorporates inclusive care principles across virtual and in-person care environments. In the U.S., we accept a broad range of commercial and government insurance plans and offer financial assistance policies for eligible patients. Clinics also implement accessible design standards and culturally safe care training programs.

Fostering more inclusive sexual health care

Emerging clinical evidence suggests bacterial vaginosis (BV) recurrence may be linked to untreated partners, highlighting the need for more coordinated treatment approaches. In 2025, Wisp launched a male BV partner treatment to provide eligible partners with access to coordinated prescription therapy when their partner has a confirmed BV diagnosis or is receiving treatment.

The initiative supports a more comprehensive and evidence-informed approach to sexual and reproductive healthcare while helping reduce barriers related to stigma, convenience and access.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index



Advancing preventative and longitudinal care

WELL is expanding access to preventative and longitudinal care services across multiple provinces through [WELL Health Medical & Longevity Centres](#). These clinics integrate digital tools, advanced diagnostics, preventative screening and longitudinal care planning across physical and virtual care pathways to enable earlier intervention and more proactive health management.

Our Longevity+ program combines molecular diagnostics, genetic screening and AI-powered imaging technologies to help identify conditions such as cancer, cardiovascular disease and neurodegenerative disorders earlier in the care journey.

In 2025, we delivered approximately 25,000 preventative health screenings across Canada. We also aligned preventative care offerings and pricing structures nationally across our multi-provincial network, helping simplify patient access, improve operational consistency and expand access to preventative healthcare services.

Strengthening care coordination through Ocean

WELL's [Ocean](#) platform serves as a national digital infrastructure layer for referrals, patient-provider communication and care coordination across Canada's healthcare system.

Ocean includes tools for appointment scheduling, secure messaging, patient forms and digital referral workflows that help reduce administrative burden and improve coordination across the care journey.

Provincial health systems in British Columbia, Ontario, New Brunswick and Nova Scotia use Ocean's digital referral and consult programs to improve coordination and access to care. Ocean's eReferral and eConsult systems help streamline surgical, diagnostic and specialist referrals while reducing manual coordination, improving visibility and enabling more efficient patient routing across healthcare systems. In Ontario, for example, Ocean contributed to a 12% reduction in medically unnecessary MRIs through pre-populated forms, real-time updates and built-in clinical decision support tools.

Ocean adoption continued to grow in 2025, reflecting increasing demand for interoperable and patient-focused healthcare infrastructure. During the year, Ocean supported more than 300,000 online bookings as well as more than 3 million patient engagements per month, and more than 1.7 million eReferrals per year.

Ocean improves care

12%
reduction in
unnecessary
MRIs

20%
reduction in
surgical wait
times

95%
of patients
report improved
referral
experience

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Delivering high-quality patient care

Delivering safe, high-quality care requires strong clinical governance, consistent operational standards and ongoing oversight. Our approach combines rigorous clinical standards, standardized operational practices, patient feedback and digital tools to support safe, responsive and consistent care delivery across virtual and in-person environments. WELL’s Chief Medical Officer holds executive accountability for clinical quality, patient care and access to care standards.

Clinical quality and oversight

Our clinics operate under regulatory and professional requirements, including oversight from provincial colleges and licensing bodies to help maintain patient safety, privacy and quality of care.

In Manitoba, for example, WELL clinics are licensed by The College of Physicians and Surgeons of Manitoba (CPSM) and complete annual certification and audit requirements aligned with provincial standards. Our EMR systems integrate with eChart Manitoba, and monthly user log audits support compliance with the Personal Health Information Act (PHIA) and Personal Information Protection and Electronic Documents Act (PIPEDA) requirements. We also conduct random spot audits to confirm patient records are accessed appropriately and only for authorized clinical purposes.

Across our broader clinic network, we conduct additional quality reviews, audits and accreditation activities to help maintain consistent standards of care. This includes participation in programs such as the Physician Practice Enhancement Program, which helps validate that providers deliver safe, ethical and competent care.

In 2025, we completed four external audits across our clinic network, achieving a 100% pass rate against key quality-of-care and documentation standards.

We also expanded accreditation across preventative health clinics in key markets such as Vancouver. During the year, 10 clinical modalities across four clinic sites achieved formal accreditation, including ultrasound, CT, MRI, laboratory services, spirometry and medical procedure rooms.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Standardizing quality across the care network

As our care network expands, maintaining consistent clinical quality, patient experiences and operational excellence remains an important priority.

In 2025, we launched a national service training program across our Preventative Health division focused on standardizing care delivery, patient engagement, safety protocols and service excellence across provinces. The initiative reinforces operational best practices and more consistent patient experiences within our growing clinic network.

To improve consistency across preventative care programs, WELL expanded operational platforms across clinics in British Columbia, Alberta, Ontario and Quebec to support patient engagement, care coordination and workflow management. During the year, we further standardized recurring care, scheduling and patient engagement processes across preventative health clinics, which helped improve administrative efficiency, billing transparency, operational responsiveness and continuity of care.

Together, these systems help enable more scalable and coordinated care delivery across the network.



Listening to patients and improving care delivery

Patient feedback helps inform how we evaluate quality of care and identify opportunities to improve care delivery across WELL's healthcare network. Many WELL clinics use post-visit surveys, online reviews and Net Promoter Score (NPS) programs to gather real-time feedback and support continuous improvement initiatives.

Feedback is reviewed by clinic leadership and quality teams to inform provider coaching, operational improvements and patient experience initiatives.

In 2025:

- [WELL Health Medical Centres](#) in Canada recorded an NPS score of 83%.
- [WELL Health USA](#) achieved a 91.36% "top box" patient experience score in partnership with Press Ganey.
- WELL Health Diagnostic Centres maintained strong patient satisfaction across more than 51,000 Google reviews with an average rating of 4.8 out of 5.
- Wisp continued to prioritize patient experience, using patient feedback and engagement insights to inform ongoing service improvements.
- Circle Medical continued using rolling 30-day NPS averages to monitor patient experience trends and inform service improvements.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI PRIORITY 1: BUILT FOR EMPOWERMENT – PROVIDER SUPPORT AND DIGITAL ENABLEMENT
Supporting providers through smarter care delivery
Improving access to care
Delivering high-quality patient care
Managing our environmental impact
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Managing our environmental impact

As our healthcare network and digital infrastructure continue to expand, we remain focused on managing environmental impacts across our operations, including greenhouse gas (GHG) emissions, waste and resource use.

Our approach prioritizes practical operational improvements and responsible technology management. WELL’s care model, which combines virtual and in-person care delivery, can help reduce paper-based workflows, travel-related emissions and physical resource use associated with traditional care delivery models.

We continued to work with Quantum Lifecycle Partners to support responsible management of technology assets across our network, including the refurbishment, redeployment or recycling of devices following secure data wiping. In 2025, WELL reused 392 IT assets and recovered approximately 2,770 pounds of e-waste, helping divert waste from landfill and avoid an estimated 39.9 tonnes of CO₂e emissions. Teams across the organization also implemented localized operational initiatives supporting waste reduction and resource efficiency, including recycling programs, reduced use of certain single-use products and commuter rideshare initiatives.

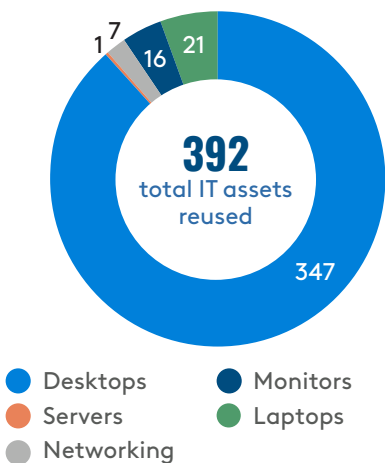
1 In collaboration with Coesio, a sustainable strategic management consulting firm, Quantum Lifecycle Partners developed a tool to estimate greenhouse gas (GHG) reductions associated with refurbishing and recycling electronic assets. The methodology incorporates the U.S. EPA Waste Reduction Model (WARM), Quantum refurbishment and recycling data, asset category weights and reference data related to electronics lifespans. The resulting GHG reduction figures are estimates and should not be interpreted as precise measurements of emissions avoided.

2 The carbon reduction equivalents are based on estimates related to the average annual carbon sequestration of a tree, taking a gas-powered car off the road for one year and the emissions associated with a one-way flight from Toronto to Paris.

39.9 Tonnes CO₂e¹

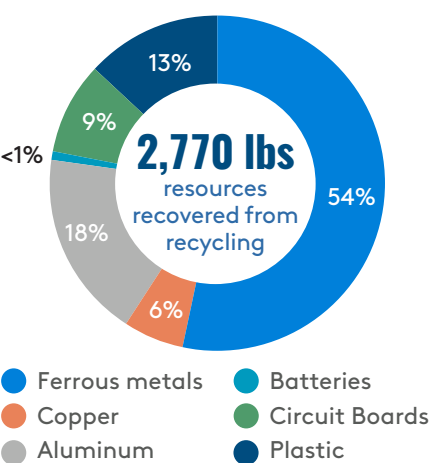
GHG emissions avoided (Jan. 1 – Dec. 31, 2025)

ASSETS REUSED

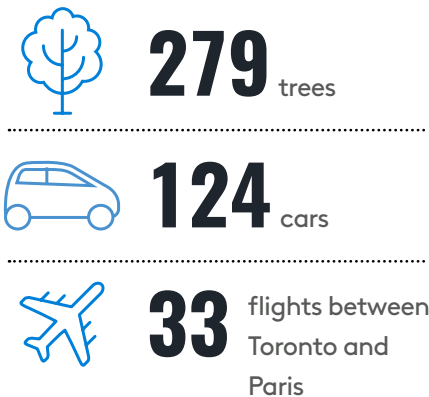


Recovered resources	Weight (lbs)
Ferrous metals	1,500
Copper	153
Aluminum	495
Batteries	12
Circuit boards	238
Plastic	372
Glass	0
Total	2,770
Non-recoverable	109

RESOURCES RECOVERED FROM RECYCLING (LBS)



Carbon reduction equivalent²



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI PRIORITY 2: BUILT FOR SECURITY – SAFEGUARDING PATIENT DATA
Cybersecurity and operational resilience
Privacy and data protection
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index



PRIORITY 2



Built for security

Safeguarding patient data

Safeguarding the privacy and security of patient data while empowering patients to engage confidently with their health information is fundamental to maintaining trust and supporting better health outcomes. WELL’s approach embeds cybersecurity, privacy, data protection and responsible data use across our operations to support secure, compliant and trusted care delivery.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI PRIORITY 2: BUILT FOR SECURITY – SAFEGUARDING PATIENT DATA
Cybersecurity and operational resilience
Privacy and data protection
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Cybersecurity and operational resilience

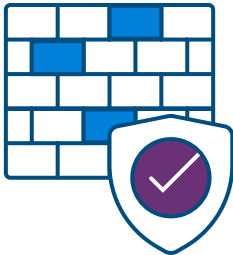
As cyber threats targeting healthcare organizations continue to evolve, including increasingly sophisticated AI-enabled attack methods, we continue advancing our cybersecurity capabilities to strengthen proactive protection, detection, response and operational resilience across our network.

WELL’s information security program incorporates layered security controls, continuous monitoring, penetration testing, vulnerability assessments, AI-supported phishing detection and incident response processes designed to support secure and resilient digital operations. We also conduct red team exercises and tabletop simulations as part of our broader preparedness and response program. In 2025, for example, we conducted 14 cybersecurity tabletop exercises across high-risk business units and technology subsidiaries to test incident response preparedness, improve cross-functional coordination and identify opportunities to enhance response planning and operational resilience.

During the year, we expanded advanced threat detection and response capabilities to further strengthen our security posture through AI-powered defensive technologies. These include adaptive web application firewall (WAF) technologies, AI-enabled detection engineering and enhanced real-time monitoring tools designed to identify anomalous activity, suspicious logins and potential account compromise events.

Enterprise security governance

WELL’s Chief Information Security Officer (CISO) holds executive accountability for cybersecurity oversight. Within business units and entities, designated employees support implementation of security and privacy standards and collectively form the core of WELL’s cybersecurity governance structure, which regularly evaluates performance against key security indicators. The Board of Directors also receives quarterly cybersecurity updates as part of regular governance and operational reporting processes.



We continue to advance enterprise-wide alignment with ISO/IEC 27001 standards through centralized governance, shared cybersecurity tooling and standardized security practices across operations and technology environments.

As part of WELL’s integration process, newly acquired technology companies are required to attain ISO/IEC 27001 certification within 12 months of integration to align with WELL’s security standards. This approach helps reduce fragmentation and maintain a more consistent security baseline across the organization.

In 2025, we also piloted AI-enabled technologies, including AI-supported third-party risk monitoring capabilities that continuously assess vendor security posture and downstream risk exposure, and AI-enabled application security architecture review tools that identify security risks during software development and deployment activities.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI PRIORITY 2: BUILT FOR SECURITY – SAFEGUARDING PATIENT DATA
Cybersecurity and operational resilience
Privacy and data protection
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

CASE STUDY

Scaling third-party risk management

Context

As WELL’s digital ecosystem and vendor network continue expanding, maintaining visibility into third-party cybersecurity and privacy exposures has become increasingly important to protect sensitive healthcare data and support responsible operations.

Challenge

Traditional vendor risk assessment processes can be highly manual and difficult to scale across large and evolving vendor ecosystems. As our technology footprint grew, improving the speed, consistency and depth of vendor oversight became an operational priority.

Solution

In 2025, we expanded the use of AI-enabled third-party risk monitoring capabilities to support continuous assessment of vendor security posture and downstream risk exposure across more than 600 vendors.

Using the [LEMAAI](#) platform helps automate vendor assessments, improve visibility into privacy and cybersecurity risks and support consistent monitoring of third-party relationships at scale. Capabilities include accelerated onboarding reviews, monitoring of infrastructure vulnerabilities and external security events and enhanced oversight of vendor data handling practices.

Impact

The expanded program reduced vendor risk assessment timelines by 87% and strengthened WELL’s ability to proactively monitor third-party exposures at scale across WELL’s growing network.



600

vendors vendors assessed through AI technologies

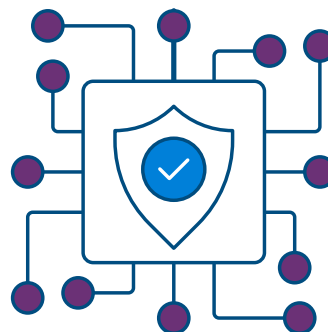
87%

reduction in vendor risk assessment timelines

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI PRIORITY 2: BUILT FOR SECURITY – SAFEGUARDING PATIENT DATA
Cybersecurity and operational resilience
Privacy and data protection
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Cybersecurity policies and awareness

WELL’s cybersecurity policies and practices support continuous improvement of information security systems, protection of sensitive data, proactive monitoring of and response to cybersecurity threats, employee accountability and oversight of third-party vendors and service providers.



We periodically update our cybersecurity, incident response, business continuity, acceptable use, responsible AI and data retention policies to reflect evolving operational practices, governance requirements and technology risks.

Employees review and acknowledge the employee handbook, acceptable use and related policies during onboarding, with periodic reaffirmation required thereafter.

We promote employee awareness and accountability through mandatory cybersecurity, privacy and secure coding training programs and centralized policy resources. In 2025, WELL improved cybersecurity and privacy awareness training completion rates across the organization, with approximately 92% of employees completing required annual training programs.

WELL maintains confidential processes for reporting and escalating potential security and privacy incidents. Employees are encouraged to raise concerns through dedicated channels, while security and privacy teams collaborate to triage reports, investigate issues and support timely resolution.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI PRIORITY 2: BUILT FOR SECURITY – SAFEGUARDING PATIENT DATA
Cybersecurity and operational resilience
Privacy and data protection
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Privacy and data protection



WELL operates privacy programs aligned with applicable healthcare privacy and data protection laws, including federal, provincial and state privacy legislation and requirements, across the jurisdictions where we operate.

We continue to strengthen our enterprise privacy program through standardized review processes, enhanced governance practices and improved oversight of technologies, service providers and data handling activities across our healthcare ecosystem. These efforts support more consistent application of privacy requirements while helping to manage evolving regulatory obligations.

Privacy governance and operations

WELL’s Vice President of Legal and Privacy holds executive accountability for privacy and data protection activities, serves as Privacy Officer for the organization and reports directly to the CEO. The Vice President of Enterprise Risk collaborates closely with the Privacy Officer to operationalize privacy and governance requirements across WELL.

WELL maintains a comprehensive suite of privacy and data protection policies covering areas such as data access, records management, acceptable use and breach escalation. Employees, contractors, consultants and applicable third parties are expected to comply with these policies and related privacy requirements. Non-compliance may result in disciplinary action, including termination of employment, contracts or business relationships, in accordance with applicable laws and contractual requirements.

In 2025, we updated key privacy policies to align with evolving practices and regulatory expectations and supported implementation through training and internal guidance designed to promote more consistent adoption. We also developed internal privacy tooling to centralize privacy activities and improve visibility into privacy risks, supporting more consistent tracking of internal and external privacy assessments, mitigation activities and follow-up actions.

We expanded WELLTRUST into a broader enterprise consent management program that establishes enterprise-wide processes governing consent and permitted data use across WELL. The program supports more consistent, transparent and scalable data use across research, AI and commercial initiatives. In 2025, we implemented the research consent component across more than 50 clinics to strengthen consent management practices and support responsible participation in clinical research activities.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI PRIORITY 2: BUILT FOR SECURITY – SAFEGUARDING PATIENT DATA
Cybersecurity and operational resilience
Privacy and data protection
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Privacy training and awareness

We continue to strengthen privacy awareness and accountability across clinic and operational teams through practical guidance and localized support models.

In 2025, we delivered clinic-focused, province-specific privacy training tailored to real-world scenarios faced by frontline teams. Training was completed across British Columbia, Alberta and Ontario, with an average attendance rate of 95%. These efforts improved engagement and strengthened incident reporting practices, reflecting greater employee awareness and confidence in escalation processes.

We also introduced a Privacy Champion model within clinic operations, enabling designated team members to support day-to-day privacy questions and reinforce best practices locally while maintaining alignment with enterprise privacy standards.

Privacy oversight across vendors and acquisitions

Privacy remains a core component of WELL’s approach to acquisitions, procurement and third-party relationships. In 2025, we further embedded privacy considerations into procurement workflows to support earlier identification of data protection risks.

Enhancements to our Preliminary Privacy Assessment (PPA) process improved oversight of risks associated with new products, technologies, services and material changes to existing offerings while supporting timely onboarding and implementation activities.

These assessments help determine whether additional mitigation planning or formal Privacy Impact Assessments are required prior to implementation. They also help ensure that entities and vendors handling sensitive data align with WELL’s privacy standards and regulatory obligations.



Responsible data use and innovation

As WELL expands the use of advanced technologies, including AI, we remain focused on ensuring data is used appropriately and in alignment with privacy requirements.

In 2025, we continued integrating privacy and data protection considerations into the evaluation and deployment of new technologies. Our Safe and Responsible Use of AI Policy establishes expectations related to privacy, data handling, transparency and appropriate oversight across AI applications used throughout WELL.

The expansion of WELLTRUST further supports responsible data use through clearer frameworks for consent and permitted use across the organization.

We also advanced internal AI awareness and knowledge-sharing initiatives to help employees better understand governance expectations, practical use cases and appropriate AI practices. In early 2026, we launched WELL AI Share & Tell, an internal initiative focused on sharing practical AI applications and reinforcing responsible AI practices across teams.

Together, these efforts support innovation while maintaining trust, transparency and responsible data practices.

See “Responsible AI governance,” page 45, for more information on WELL’s broader AI governance framework.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index



PRIORITY 3



Built for people

A healthy place to work

Creating a healthy, inclusive and supportive workplace is important to attracting, developing and retaining the people who help deliver high-quality care and services across WELL. Our approach focuses on supporting well-being and psychological safety, strengthening engagement, fostering respectful workplaces and creating opportunities for growth and development.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Creating a shared culture

Our culture plays an important role in how we build connection, collaboration and long-term growth across WELL. We aim to create an environment where team members feel respected, supported and connected through a shared sense of purpose.

Our workplace culture program, EPIC (Employee Program Inspiring Culture), promotes a collaborative work environment through employee-led recognition activities, wellness initiatives and social events that strengthen engagement across teams.

In 2025, we continued strengthening organizational alignment through WELLbeings, our shared identity that fosters connection and belonging across our growing organization. As WELL continues to expand, WELLbeings helps bring together employees across different businesses, roles and locations while reinforcing the values and culture that unite us. It also helps strengthen relationships across teams while encouraging collaboration and fostering a stronger sense of community.

Programs, employee events, recognition activities and other engagement opportunities help bring WELLbeings to life throughout the year. One example in 2025 was an online Pop-Up Store featuring branded items that helped employees celebrate their connection to WELL and reinforce our shared identity.

As WELL continues to grow through acquisitions, we conduct targeted cultural assessments as part of the acquisition process to support integration planning and organizational alignment. Our approach aims to respect the existing culture of acquired businesses while fostering collaboration, inclusion and shared values across WELL.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Employee health, safety and well-being

Supporting employee well-being is essential to maintaining a resilient healthcare workforce and delivering high-quality care. As healthcare systems continue facing workforce pressures, burnout and increasing operational demands, we remain focused on policies, benefits and programs that promote physical safety, psychological well-being and long-term workforce resilience across clinical, operational and corporate teams.

Psychological health and safe work environments

WELL is committed to maintaining healthy and safe workplaces across our operations. Where applicable, team members receive workplace health and safety training and are encouraged to report hazards, incidents and workplace risks. Health and safety representatives support workplace safety oversight, and team members are empowered to refuse unsafe work.

Alongside physical safety, we prioritize psychological well-being and mental health across the workforce. Eligible employees and their families have access to Employee Assistance Programs (EAPs), which provide confidential counselling services to help navigate personal and professional challenges, including caregiving, grief, financial stress and family health concerns.

Through WELL Mental Health & Wellness (WMHW), team members also have access to confidential therapy support and mental health resources.



In Canada, team members receive one complimentary therapy session annually through the program. In 2025, more than 300 therapy sessions were delivered through the platform, reflecting continued utilization of mental health supports across the organization.

WMHW also hosted educational sessions focused on psychological safety, workplace well-being and mental health awareness, providing practical guidance on supporting colleagues, fostering healthier workplace interactions and building more supportive team environments.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Flexible and healthy work practices

Our approach to workforce well-being reflects a whole-person perspective that recognizes the varied needs of team members across different life stages, roles and working environments.

WELL promotes sustainable work practices through oversight of work hours, overtime and scheduling, alongside flexible work arrangements that encourage responsible workload management, appropriate rest periods and fair compensation practices in accordance with applicable employment standards.

We provide paid leave programs for eligible full-time and part-time team members including paid time off, sick leave, family leave, volunteer leave and an annual WELL Day dedicated to personal well-being. We encourage team members to take time to rest, recharge and care for themselves, their families and their communities.

Our Disconnecting from Work Policy further promotes healthy boundaries outside normal working hours while recognizing the operational realities of healthcare delivery and cross-time-zone collaboration.

In 2025, we enhanced employee programs and benefits to address evolving workforce needs. A major initiative was the rollout of a more standardized Canadian benefits structure that consolidated more than 30 legacy plans into a single enterprise-wide program, improving consistency in employee benefits. Offerings include expanded eligibility for long-term disability and optional coverages such as dependent life insurance, enhanced life insurance and critical illness insurance.

Clinics across WELL also provide programs and benefits tailored to regional and operational needs, including flexible scheduling, remote work support, commuter and coworking benefits, retirement savings programs, Family and Medical Leave Act (FMLA) support and pet insurance.

In 2025, WELL Health USA introduced an optional long-term disability program for eligible U.S. employees and providers that offers additional financial protection and income continuity during extended medical leave or long-term disability situations. Wisp also implemented an AI-enabled leave management platform to streamline leave administration and improve employee access to leave policy information across all 50 U.S. states.

Encouraging physical wellness

We promote physical wellness through programs that encourage movement, healthy habits and opportunities for employees to prioritize well-being at work and beyond.

Bright Breaks is available across the organization, offering more than 300 short virtual sessions focused on mindfulness, movement, nutrition, stretching and wellness education that team members can access during the workday or on personal time. WELL Health USA also integrates Bright Breaks into meeting culture to encourage short wellness pauses throughout the workday.

Team members at WELL Health USA's head office in Atlanta receive free access to the onsite fitness centre. They can also participate in a program that allows eligible employees to earn up to \$700 annually in digital gift cards for completing tasks such as walking, wellness visits and other activities that support health and wellness.

In 2025, WELL Health Diagnostic Centres expanded wellness initiatives, including step challenges, movement breaks and nutrition-focused campaigns, as well as employee-led fundraising walks, marathons and health awareness activities. Corporate gym membership discounts also remained available across multiple regions, including newly integrated Alberta operations, to support employee well-being and healthy lifestyle.

“Bright Breaks is such a valuable benefit. In addition to stretching and breathing exercises, it has evolved to include sessions on meal prepping, finances and weekly trivia that I genuinely look forward to. It reminds me to take time for myself, even if it’s just seven minutes.”

– Mandy Mays, Senior Benefits Specialist, WELL Health USA

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Developing a future-ready workforce

WELL remains focused on helping team members build the skills and leadership capabilities needed to grow, adapt and succeed in a rapidly changing healthcare environment. Our approach supports professional growth, leadership development and workforce readiness across clinical, operational and technology teams while reinforcing a culture of learning, performance and long-term career development.

Workforce development and career growth

WELL University remains a core component of our learning ecosystem, providing employees with access to personalized learning pathways, technical training, leadership content and professional development resources tailored to individual roles, career goals and learning preferences. In 2025, WELL University also supported workforce capability-building related to digital transformation and emerging technologies through monthly Learning Together sessions, which featured curated course recommendations and learning sessions hosted by WELL’s Cybersecurity and Privacy teams. Employees completed more than 1,870 learning hours through WELL University during the year.

Across our clinics, team members have access to professional certifications, webinars, conferences, licensing support and continuing education stipends. In 2025, WELL Health Diagnostic Centres supported more than 200 employees through learning initiatives, strengthened talent pipelines



through collaboration with more than 12 colleges, and continued leadership development efforts supporting succession planning. WELL Health USA supported employees pursuing role-related certifications and specialized professional training aligned with operational needs and career development.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Building workforce digital capability

As AI and digital technologies become increasingly integrated across healthcare and operational environments, WELL continues investing in workforce capabilities, internal tools and specialized talent that support responsible technology adoption, digital readiness and operational efficiency.

In 2025, employees participated in cybersecurity awareness training, digital learning initiatives and enterprise AI adoption efforts to help build digital literacy and promote responsible technology use across WELL. This included the rollout of WELLbot, an AI-powered support assistant that provides team members with self-service access to HR and IT resources, policy guidance and workplace information.

We also continued to invest in specialized talent and leadership roles across AI, cybersecurity, internal audit, legal, finance and business transformation to strengthen governance, risk management and operational capabilities as WELL continues growing.

We support leadership growth and cross-functional learning through mentorship, networking and collaborative learning opportunities. For example, at WELL Health USA, monthly Lunch & Learn sessions brought team members together to share operational knowledge, industry insights and professional development opportunities. Sessions throughout 2025 covered topics including finance, operations, payer strategy, recruiting and clinical role spotlights such as A Day in the Life of a Certified Registered Nurse Anesthetist (CRNA).

We also support external learning and networking opportunities through initiatives such as the WELL Women Leadership Program. In 2025, 62 team members from WELL Health and WELLSTAR participated in The Art of Leadership for Women conferences across Vancouver, Calgary, Toronto and Ottawa. The program provided practical leadership strategies, opportunities to build professional networks and actionable tools to help participants grow their leadership capabilities and advance their careers.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Performance and compensation practices

Our performance framework incorporates a management-by-objectives approach that evaluates both outcomes and the behaviours demonstrated in achieving them. Employees participate in regular performance discussions, including an annual performance review.



During the 2025 performance cycle, we delivered performance management training for managers and employees focused on feedback discussions, development planning and alignment between performance goals and learning opportunities available through WELL University.

Our Pay for Performance program aligns compensation decisions with individual contributions and outcomes while promoting greater transparency and consistency. Performance ratings are reviewed by leadership to support recognition of top performers, and a universal merit increase date helps promote fairness across teams.

Compensation practices include reviews to support compliance with labour requirements, internal consistency, competitive market positioning and fairness across roles and geographic locations. We conduct pay equity analyses and evaluate compensation and promotion practices to help identify and reduce potential bias while supporting equitable pay practices across the organization.

In 2025, we expanded the use of integrated compensation management tools to improve transparency, market alignment and internal equity across compensation and merit review processes. Managers can access centralized performance, benchmarking and workforce planning data to support more consistent compensation decisions across teams.



We also expanded compensation and reward programs to support long-term employee engagement and alignment with WELL’s growth. In 2025, we benchmarked, designed and tested an Employee Share Purchase Plan (ESPP), which includes company matching contributions and is scheduled to go live in 2026.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

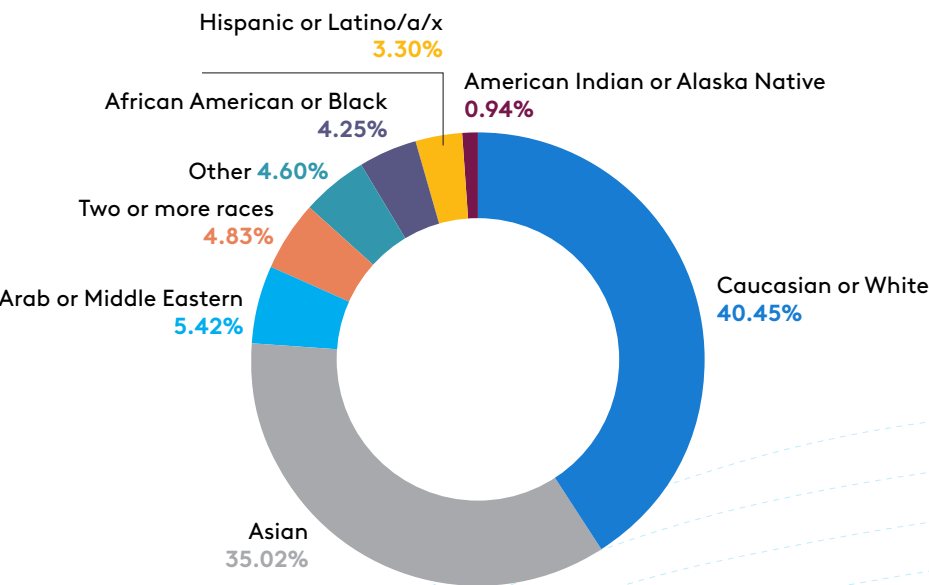
Building inclusive and connected teams

We are committed to fostering a culture where people from all backgrounds feel respected, supported and empowered to contribute meaningfully. We aim to build teams that reflect the diversity of the patient communities we serve while creating a workplace where different perspectives and experiences help shape how we work, learn and grow together.

This commitment is supported through workplace policies, employee training and governance processes designed to reinforce accountability, respectful workplaces and inclusive practices.

WELL’s Chief People Officer holds executive accountability for workforce culture, well-being, inclusion and talent development, with People and Culture teams supporting implementation across the organization.

A snapshot of ethnicity and diversity across the WELL team in 2025¹



4.72%
LGBTQ2S+

9.34%
Living with a disability

¹ Data sourced from the 2025 Great Place to Work® survey. Out of 1,034 invited team members, 848 responded to demographic questions, representing an 82% participation rate. Numbers may not add to 100% due to rounding.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Creating respectful and inclusive workplaces

WELL is committed to maintaining safe and respectful workplaces where discrimination, harassment, bullying and other forms of inappropriate conduct are not tolerated. Our Workplace Violence, Discrimination, Bullying and Harassment Policy applies across employees, contractors and consultants and outlines expectations for respectful conduct, reporting processes and accountability across work-related environments.

We continue to reinforce inclusive workplace practices through employee education, leadership development and workplace engagement initiatives. In 2025, WELL Health Diagnostic Centres delivered organization-wide inclusion and leadership training led by external facilitators to support ongoing learning, strengthen leadership capabilities and reinforce inclusive workplace practices.

WELL also marked UNESCO’s World Day for Cultural Diversity for Dialogue and Development in 2025 through activities across corporate offices and clinic locations in British Columbia, Alberta, Manitoba, Ontario and Quebec. Activities included shared cultural meals and traditions, storytelling and workplace learning initiatives that fostered greater understanding, connection and cultural appreciation across teams.

As part of these efforts, team members were encouraged to participate in a WELL University course that focused on recognizing implicit bias and supporting more thoughtful workplace interactions.

Wisp reinforces inclusive hiring practices through behavioural interviews, anti-bias education and applicant tracking processes that support equitable and transparent recruitment. WELL Health USA offers paid flexible float holidays for cultural and religious observances.



Walking the path of reconciliation

In recognition of Truth and Reconciliation Day 2025, WELL welcomed back Indigenous speaker Vanessa James for a second year of organization-wide learning and reflection focused on resiliency, connection and collective responsibility in reconciliation efforts.



Drawing from both professional and lived experience as a member of the Sagkeeng First Nation and daughter of a residential school survivor, Vanessa shared perspectives that encouraged employees to continue listening, learning and reflecting on practical actions individuals and organizations can take to support reconciliation and respectful engagement across workplaces and communities.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Connecting across teams

As our workforce continues to expand across regions, clinics and business units, maintaining our culture and employee engagement remains an important priority.

Teams across WELL hosted regional engagement activities throughout the year, including community gatherings, wellness events, seasonal celebrations and informal social activities that support connection across operational and clinical teams.

For example, WELL Health USA expanded employee engagement initiatives through the Fall Gratitude Luncheon at its Atlanta head office, where leadership teams prepared and served meals to employees in recognition of their contributions while encouraging reflection, gratitude and team connection. Team members also participated in a collaborative “gratitude tree” activity focused on sharing personal and professional accomplishments.

Quarterly all-hands meetings also help strengthen connection by giving employees opportunities to hear directly from WELL leaders, learn more about different business units and increase cross-functional visibility across the organization.



Creating space for connection

To encourage stronger cross-functional collaboration and leadership visibility, WELL Health USA reintroduced its leadership lunch initiative in late 2025, with broader rollout activities continuing into 2026. The initiative brings together employees from different departments, operational teams and experience levels in small-group settings with senior leaders, including the CEO and CFO, to encourage open dialogue, relationship-building and stronger workforce connection.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Listening and responding to employee feedback

We use employee and provider feedback to strengthen workplace culture, improve the employee experience and support retention across our care network.

Our Physician Success Team provides targeted support related to recruitment, technology and clinic operations, while pulse surveys, engagement tools and regional feedback initiatives help leadership better understand employee and provider experiences and inform continuous improvement efforts.

Examples of 2025 engagement practices include the following:

- 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 activities.

These efforts contributed to improved employee engagement and workplace experience outcomes, with overall Great Place to Work® scores increasing by approximately 6% in 2025.

Positive workplace experience can also contribute to recruitment and retention efforts. In 2025, WELL Health USA hired 129 providers through internal referral programs, representing a 16% increase from 2024.

“Healthcare providers are attracted to our platform because they are supported by a caring, committed and motivated workforce.”

– Shane Sabatino, Chief People Officer, WELL Health

Great Place to Work momentum

WELL received external recognition in 2025, reflecting our continued investment in the employee experience and our workplace culture.

Highlights included:

- Great Place to Work® certifications across multiple entities in Canada and the U.S.
- Best Workplaces in Healthcare
- WELL Health Diagnostic Centres recertification as a Great Place to Work® for the ninth consecutive year
- Additional distinctions earned by WELL Health Diagnostic Centres, including Best Workplaces Led by Women, Best Workplaces in Ontario and Best Workplaces for Giving Back



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Recognizing contributions and celebrating milestones

We continue to invest in programs that recognize the people behind our success by celebrating milestones, outstanding performance and everyday contributions throughout the organization.

Across the [WELL Health Clinic Network](#), recognition initiatives highlighted team members who demonstrated WELL’s values of Teamwork, Growth, Care and Integrity through leadership, collaboration and patient care excellence.

At WELL Health Diagnostic Centres, recognition initiatives include Patient Care Ambassador Awards, Quality Ambassador Awards, employee spotlights, service anniversary milestone rewards and clinic-level peer recognition programs such as Caught You Doing Something Good, which recognizes employees who demonstrate exceptional teamwork and patient care. Weekly Mic Drop emails also recognize staff and physicians who receive a named Google review from patients.

WELL Health USA recognizes employees through quarterly awards, long-service recognition initiatives and appreciation events, including CRNA Week celebrations honouring clinical contributions, teamwork and career milestones. Teams also recognize personal and professional achievements through department meetings and internal communications.

Wisp uses peer recognition and milestone celebrations to foster employee appreciation and connection.

Across WELL, we recognize employees who reach five-year service milestones, celebrating their contributions and commitment to our continued growth and success.



“What makes this company stand out is how much it values recognition. Team members are regularly acknowledged for their contributions, and appreciation events celebrate both individual and team achievements.”

– WELL Health Diagnostic Centres employee, Great Place to Work® survey

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Giving back through WELL Cares

Our WELL Cares program encourages employees to support the communities where they live and work through volunteerism and local giving initiatives.

We provide paid volunteer time equivalent to approximately 1% of annual working hours, allowing employees to contribute to causes that are meaningful to them and the communities they serve.

In 2025, team members across WELL contributed more than 3,100 volunteer hours supporting initiatives related to food security, youth programs, healthcare awareness and vulnerable populations.

WELL Cares highlights

- Helping students and families in British Columbia.** Employees helped prepare and distribute nearly 200 backpacks filled with school supplies through CityReach Back to School Blast, helping students across Greater Vancouver start the school year with confidence. During the holiday season, employees also participated in the Boxes of Love initiative, wrapping and assembling gifts for families in need.
- Community fundraising and matched giving.** The WELL B.C. team raised \$10,123 through employee fundraising initiatives. Combined with company matching, WELL contributed \$25,000 to organizations including CityReach Care Society and Mission Possible, supporting community services and employment readiness initiatives in British Columbia.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI PRIORITY 3: BUILT FOR PEOPLE – A HEALTHY PLACE TO WORK
Creating a shared culture
Employee health, safety and well-being
Developing a future-ready workforce
Building inclusive and connected teams
Giving back through WELL Cares
Sustainability and impact foundation: Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index



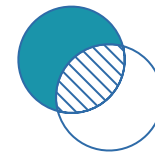
- Rallying around ALS awareness and seniors in Brooklin.** Brooklin Medical Centre employees raised more than \$8,600 through Michelle’s ALStars in support of ALS awareness and families affected by ALS following a personal connection within the clinic team. The clinic also organized a Seniors Christmas Drive, collecting and distributing gifts for more than 100 seniors across two long-term care facilities.
- Giving back to families and vulnerable communities.** During International Women’s Day initiatives, team members at WELL Health Diagnostic Centres donated food, books, toys and essential care items to organizations supporting women and children in need. Employees also

collected approximately 220 pounds of non-perishable food donations for Knights Table. These community initiatives contributed to WELL Health Diagnostic Centres being recognized as one of Canada’s Best Workplaces for Giving Back in 2025.

- Promoting community health and wellness.** Employees participated in blood donation drives, cancer awareness campaigns and local wellness initiatives focused on promoting community well-being and health awareness.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
SUSTAINABILITY AND IMPACT FOUNDATION: BUILT FOR TRUST – DISCIPLINED GOVERNANCE AND RISK FRAMEWORK
Governance and accountability
Strengthening enterprise risk and governance
Ethics, integrity and responsible conduct
Responsible procurement and vendor oversight
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

SUSTAINABILITY AND IMPACT FOUNDATION



Built for trust

Disciplined governance and risk framework

As a healthcare company, WELL is committed to maintaining strong governance and disciplined risk management to maintain trust, operational integrity and long-term performance. Our approach is grounded in transparent governance, proactive risk oversight, ethical business conduct and responsible operations across WELL.

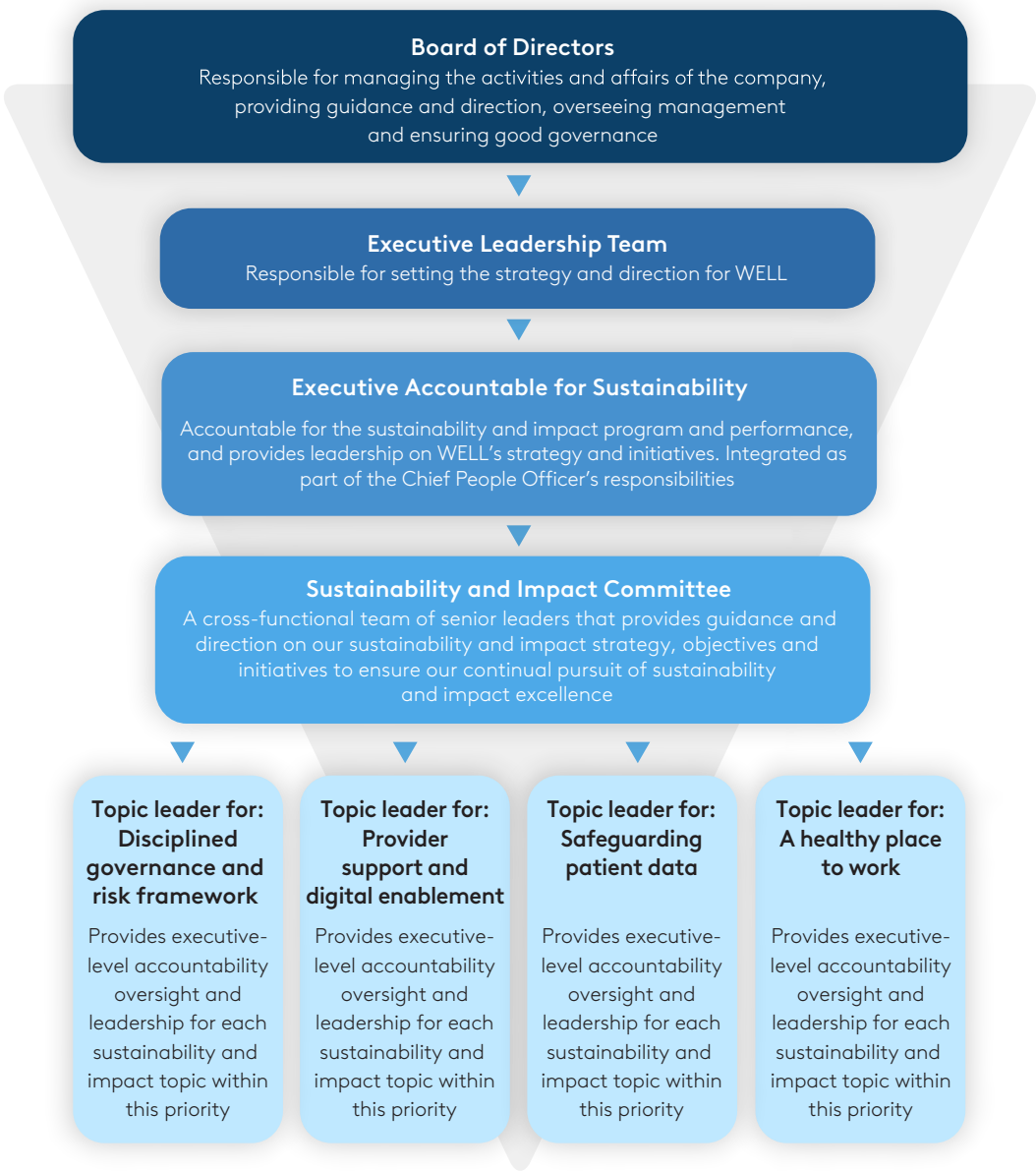
Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
SUSTAINABILITY AND IMPACT FOUNDATION: BUILT FOR TRUST – DISCIPLINED GOVERNANCE AND RISK FRAMEWORK
Governance and accountability
Strengthening enterprise risk and governance
Ethics, integrity and responsible conduct
Responsible procurement and vendor oversight
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Governance and accountability

Oversight of our sustainability and impact program is integrated into WELL’s broader governance structure through board committee mandates, executive leadership and cross-functional collaboration.

This approach supports accountability and operational discipline across the organization. See the “Sustainability and impact governance structure” graphic on the right for an overview of how oversight is structured across our priority areas.

Sustainability and impact governance structure



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
SUSTAINABILITY AND IMPACT FOUNDATION: BUILT FOR TRUST – DISCIPLINED GOVERNANCE AND RISK FRAMEWORK
Governance and accountability
Strengthening enterprise risk and governance
Ethics, integrity and responsible conduct
Responsible procurement and vendor oversight
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Board governance and oversight

WELL’s Board of Directors oversees the company’s strategy, operations and long-term business performance, including sustainability and impact priorities. Management is responsible for implementing strategy and overseeing day-to-day operations across the organization.

The board comprises six directors, including WELL’s CEO as Board Chair and five independent directors with experience spanning healthcare, technology and capital markets. See the “Composition of WELL’s Board of Directors in 2025” graphic on the right for a breakdown of board composition, including gender and ethnicity representation and board independence.

The board has three standing committees:

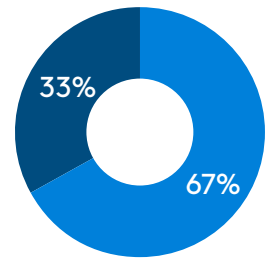
- **The Audit Committee (three directors)** oversees financial reporting and internal controls.
- **The Governance and Risk Committee (three directors)** oversees corporate governance, enterprise risk and sustainability and impact–related risks.
- **The Compensation Committee (four directors)** oversees compensation, succession planning and human capital matters.

The Audit Committee and Governance and Risk Committee met quarterly in 2025. The Compensation Committee met once during the year.

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

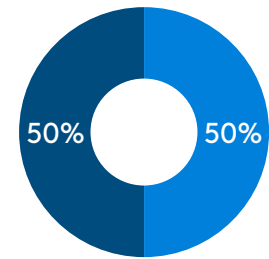
Composition of WELL’s Board of Directors, 2025

GENDER



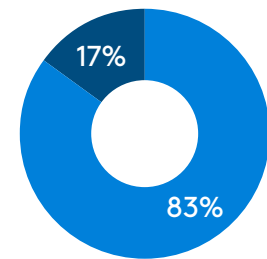
Male
Female

ETHNICITY



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

INDEPENDENCE



Independent
Not independent

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
SUSTAINABILITY AND IMPACT FOUNDATION: BUILT FOR TRUST – DISCIPLINED GOVERNANCE AND RISK FRAMEWORK
Governance and accountability
Strengthening enterprise risk and governance
Ethics, integrity and responsible conduct
Responsible procurement and vendor oversight
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Strengthening enterprise risk and governance

Our enterprise risk management (ERM) practices support effective oversight across WELL’s growing and increasingly connected organization. Risk oversight is led by the Governance and Risk Committee at the board level, while WELL’s Vice President of Enterprise Risk holds executive accountability for ERM activities. Day-to-day risk ownership is embedded across business functions and supported by an enterprise-wide risk management team responsible for establishing standards, monitoring and reporting on adherence, and providing guidance.

We conduct annual risk assessments across multiple business segments using a shared enterprise risk framework that evaluates risks based on defined multi-factor likelihood and impact criteria. Risks exceeding established tolerance thresholds are reported quarterly to the board. These findings inform mitigation planning, operational priorities and ongoing monitoring. The risk management program undergoes an annual review cycle to support continual improvement, complemented by independent third-party reviews every two years to ensure effectiveness and accountability.

In 2025, we advanced enterprise-wide risk governance through expanded internal audit engagement and refinements to governance and delegation-of-authority models. These efforts improved visibility into operational and governance gaps across acquired entities and business divisions while strengthening alignment with enterprise standards for risk management, privacy, cybersecurity and compliance oversight.



We also reinforce risk awareness and accountability through company-wide privacy, security and diversity training, targeted executive and manager training on cross-functional compliance topics, ongoing employee education initiatives and integration of risk considerations into new programs, technologies and operational processes.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
SUSTAINABILITY AND IMPACT FOUNDATION: BUILT FOR TRUST – DISCIPLINED GOVERNANCE AND RISK FRAMEWORK
Governance and accountability
Strengthening enterprise risk and governance
Ethics, integrity and responsible conduct
Responsible procurement and vendor oversight
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Managing risk during growth

As WELL’s acquisition activity and scale of operations continue to expand, maintaining disciplined due diligence and integration processes remains essential to effective risk oversight.

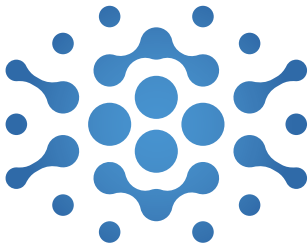
Our mergers and acquisitions (M&A) framework incorporates enhanced due diligence methodologies, structured integration workflows and automation tools that strengthen consistency, accountability and visibility across the acquisition lifecycle. Current practices include:

- **automated workflows** to support risk assessments and integration planning
- **cybersecurity screening tools** used to identify assets and vulnerabilities and drive corrective activities during integration
- **AI-related risk assessments** incorporated into due diligence processes to support alignment with WELL’s responsible AI principles, privacy requirements and ethical standards

We also integrate sustainability and impact considerations into due diligence activities. Acquisitions are assessed for financial, operational and sustainability-related risks, including cybersecurity, privacy, human rights and workplace culture considerations. This approach supports informed decision-making and more effective risk mitigation throughout the acquisition lifecycle.

Responsible AI governance

As WELL continues to expand the use of AI technologies across operational and clinical settings, responsible oversight remains a key focus. Our Safe and Responsible Use of AI Policy and our AI Governance Framework establish principles, governance requirements and review processes for the responsible development, deployment and use of AI technologies across WELL.



Our AI Governance Framework incorporates a structured, risk-tiered review process for AI use cases. Systems are categorized based on intended use, data sensitivity and potential patient or operational impacts, with the assigned tier determining the level of review, oversight and approval required prior to deployment. All AI use cases are subject to formal approval, with higher-risk and patient-impacting applications undergoing enhanced review and oversight.

The framework is guided by the IAPP AI Governance recommendations and the [NIST AI Risk Management Framework \(AI RMF\)](#), and aligned with the [OECD AI Principles](#), including fairness, transparency, privacy, safety and human accountability. Human oversight and control remain central to clinical AI applications to support patient safety and maintain professional medical judgment.

We continue to evolve our AI governance structure, including plans to establish an AI Steering Committee to strengthen oversight of AI systems and agentic technologies through centralized use case visibility, risk monitoring and ongoing review activities.

See “Responsible data use and innovation,” page 26, for additional information on responsible innovation practices and privacy protections.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
SUSTAINABILITY AND IMPACT FOUNDATION: BUILT FOR TRUST – DISCIPLINED GOVERNANCE AND RISK FRAMEWORK
Governance and accountability
Strengthening enterprise risk and governance
Ethics, integrity and responsible conduct
Responsible procurement and vendor oversight
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Ethics, integrity and responsible conduct

Integrity and ethical conduct remain foundational to how WELL operates. As a company operating in the highly regulated healthcare sector, we maintain ethics and compliance practices that support accountability, operational integrity and responsible business conduct.

Our Employee Handbook, which includes our [Code of Conduct](#), establishes expectations for ethical behaviour, legal compliance and professional conduct. Directors, Officers and Employees are required to comply with applicable laws and policies and avoid conduct that could be perceived as improper or unethical. All employees acknowledge and adhere to the Code of Conduct upon hire and periodically reaffirm compliance throughout their employment.

Compliance oversight and responsible business practices

WELL’s ethics and compliance framework supports oversight across key areas including anti-bribery and corruption, whistleblower protection and human rights. Policies and procedures are reviewed regularly to reflect evolving regulations, operational requirements and business practices.

We comply with applicable governance frameworks, healthcare regulations, privacy legislation and labour and human rights laws across the jurisdictions where we operate. Our approach also incorporates internal control and risk management practices informed by frameworks such as the Committee of Sponsoring Organizations (COSO) framework. Executive accountability for ethics and compliance oversight rests with WELL’s Chief Legal Officer (CLO).

WELL maintains a zero-tolerance approach to bribery and corruption and requires employees, contractors and third parties acting on WELL’s behalf to comply with applicable anti-corruption laws and our Bribery and Corruption Policy. The policy includes guidance related to gifts and entertainment, interactions with public officials, facilitation payments, charitable contributions and escalation procedures for potential concerns. Employees are encouraged to seek guidance and report potential compliance risks, concerns or policy violations.

Our Human Rights Policy aligns with internationally recognized standards, including the United Nations Guiding Principles on Business and Human Rights and the International Labour Organization (ILO) conventions. The policy affirms WELL’s commitment to respecting human rights across operations and value chains, including newly acquired entities from day one.

Reporting concerns

Employees, contractors and other protected persons are encouraged to report ethical concerns, suspected policy violations and human rights issues through WELL’s whistleblower program. Reports may be submitted anonymously.

Reports are reviewed through defined escalation and investigation procedures, with oversight provided by executive leadership, including the CEO, CFO and CLO, as appropriate. WELL prohibits retaliation against individuals who report concerns in good faith or participate in investigations.

WELL monitors adherence to ethics and human rights expectations across operations on an ongoing basis. No confirmed human rights violations were identified during the reporting period.

Political activities and contributions

WELL engages with governments to communicate how our healthcare delivery and technology platform can support public policy priorities and registers lobbying activities where required by applicable law.

WELL also participates in government- and industry-convened activities that may contribute to broader healthcare and digital health policy discussions.

We do not engage in political advocacy, make political contributions or participate in partisan political activity in any jurisdiction where we operate.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
SUSTAINABILITY AND IMPACT FOUNDATION: BUILT FOR TRUST – DISCIPLINED GOVERNANCE AND RISK FRAMEWORK
Governance and accountability
Strengthening enterprise risk and governance
Ethics, integrity and responsible conduct
Responsible procurement and vendor oversight
Appendix 1: About this report
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Responsible procurement and vendor oversight

As WELL continues expanding the use of digital technologies and third-party services, maintaining disciplined vendor governance remains an important part of our broader risk management approach.

Our procurement and vendor oversight processes are designed to support secure, reliable and responsible operations and reflect our expectations regarding privacy, security, ethics and responsible innovation. Our expenditure policy establishes procurement standards, approval requirements and accountability mechanisms for vendor engagements and recurring contracts. WELL’s Senior Vice President of Technology Services holds executive accountability for procurement and vendor oversight activities.

We continue to advance vendor risk management capabilities through increased automation and expanded compliance oversight. In 2025, we enhanced our AI-enabled vendor risk assessment tools to support more efficient monitoring and identification of potential privacy and cybersecurity risks associated with third-party vendors.

We conduct annual vendor assessments using a risk-based approach that may include privacy and security reviews, questionnaires and evaluation of third-party certifications such as SOC 2 or ISO/IEC 27001, depending on the nature and scope of services provided.

As procurement activity and technology adoption continue to grow, WELL has expanded our internal compliance and governance capacity to support privacy, security and vendor risk assessments during vendor onboarding and ongoing management activities.



Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
APPENDIX 1: ABOUT THIS REPORT
Appendix 2: Performance tables
Appendix 3: Sustainability Accounting Standards Board Index

Appendix 1: About this report

Reporting period and organizational boundary

This report provides an overview of WELL’s sustainability and impact priorities, performance and initiatives for the period January 1 to December 31, 2025. Unless otherwise stated, disclosures, metrics, data, policies, practices and descriptions apply to WELL Health Technologies Corp. and its subsidiaries during the reporting period.

All financial information is reported in Canadian dollars unless otherwise specified. Data and disclosures included in this report reflect information available at the time of publication.

Reporting standards

This report was informed by globally recognized sustainability reporting frameworks and standards, including the Global Reporting Initiative (GRI) Standards and the Sustainability Accounting Standards Board (SASB) standards for Health Care Delivery and Software & IT Services. WELL references both SASB standards to reflect the integrated nature of our business across healthcare delivery, digital care enablement and healthcare technology services. The SASB index is included in Appendix 3.

WELL’s sustainability and impact priorities align with the following United Nations Sustainable Development Goals (SDGs):

SDG 3: Good Health and Well-being. WELL is improving access to care, supporting providers and enhancing patient experience.

SDG 8: Decent Work and Economic Growth. We are supporting quality employment, provider well-being and evolving models of care.

SDG 10: Reduced Inequalities. WELL is expanding access to care through digital tools, virtual services and inclusive care models.

SDG 11: Sustainable Cities and Communities. We are improving access to care across underserved urban and rural communities through our care network.

Forward-looking statements

As used in this Sustainability and Impact 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 in this report.

Certain statements in this Sustainability and Impact 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 similar words or expressions, 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 should not be interpreted as guarantees or promises that goals or targets will be achieved. Investors are cautioned not to place undue reliance on forward-looking statements.

SDG 12: Responsible Consumption and Production. WELL is expanding digital-first workflows to help streamline care and reduce resource use.

SDG 13: Climate Action. We are supporting lower-impact care delivery through virtual care, remote collaboration and responsible e-waste management.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
APPENDIX 2: PERFORMANCE TABLES
Appendix 3: Sustainability Accounting Standards Board Index

Appendix 2: Performance tables

Priority 1: Provider support and digital enablement

Healthcare providers supported by WELL

Performance indicator	2023	2024	2025
Patient Services providers – Canada	2,293	2,567	3,119
Patient Services providers – United States	1,667	1,582	1,564
Healthcare providers supported through SaaS and technology services – Canada/United States	26,000+	32,800+	43,000+

Access to care and care delivery

Performance indicator	2023	2024	2025
Percentage of appointments held virtually – Canada	39%	25%	22%
Percentage of appointments held virtually – United States	70%	76%	78%
Average time to access a virtual appointment – Canada/United States	< 1 day	< 1 day	< 1 day
Average time to access an in-clinic appointment – Canada	4.8 days	5.1 days	6.3 days

Patient safety and quality of care

Performance indicator	2023	2024	2025
Number of WELL clinics that underwent a third-party quality audit ¹	2	23	31
Percentage of these clinics that passed the third-party quality audit ¹	100%	100%	100%
Average patient review score ²	79	81	83

1 Applies to clinics directly controlled by WELL in British Columbia, Alberta, Manitoba and Ontario.
2 Applies only to clinics in British Columbia.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
APPENDIX 2: PERFORMANCE TABLES
Appendix 3: Sustainability Accounting Standards Board Index

Priority 2: Safeguarding patient data

Privacy and data protection

Performance indicator	2023	2024	2025
Percentage of companies in WELL’s EMR Group certified in ISO 27001 and ISO 13485	100%	100%	100%
Percentage of registered WELL employees who completed cybersecurity training	88%	90%	92%
Number of healthcare providers protected through WELL platforms	34,000+	49,000+	51,000+

Priority 3: A healthy place to work

Workforce growth and retention

Performance indicator	2023	2024	2025
Total number of WELL team members ¹	4,482	4,847	5,959
Number of WELL healthcare providers and clinicians ²	3,596	4,100	4,710
Number of WELL non-provider and non-clinician employees	886	891	1,249
Total number of new hires	1,711	1,534	2,090
Voluntary turnover rate ³			
WELL Head Office	14%	13%	6%
Overall	17%	17%	4%

1 Includes employees, healthcare providers and consultants across WELL and subsidiaries.
2 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 Applies to employees only and excludes healthcare providers and consultants.

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
APPENDIX 2: PERFORMANCE TABLES
Appendix 3: Sustainability Accounting Standards Board Index

Workforce representation by gender and generation in 2025

	Team members by gender (%)			Team members by generation (%)				
Category	Female	Male	Not specified	Baby boomers (born from 1946 to 1964)	Generation X (born in 1960s and 1970s)	Millennials (born in 1980s and 1990s)	Generation Z (born in late 1990s and early 2000s)	Not specified
All team members ¹	61	35	4	11	25	29	4	32
By employment group								
Clinicians ²	65	32	3	12	24	24	3	36
Non-clinicians	48	47	5	7	28	45	5	15
By position type								
Board members	33	67	0	40	60	0	0	0
Senior executives	33	67	0	20	53	27	0	0
Executives	22	72	6	11	48	14	0	26
Directors and managers	61	33	6	10	42	43	0	4
Providers ³	61	34	5	9	21	16	0	54
Advisors	33	67	0	100	0	0	0	0
Other team members ⁴	68	29	3	9	26	48	10	8

Numbers may not add to 100% due to rounding.

- 1 Includes employees, healthcare providers and consultants across WELL and subsidiaries.
- 2 Includes healthcare providers and clinical support roles, such as clinic managers and medical office assistants.
- 3 Includes licensed healthcare professionals authorized to provide patient care such as doctors, nurses and allied health professionals.
- 4 Includes employees and consultants.

Workforce well-being metrics

Performance indicator	2023	2024 ¹	2025 ²
Number of therapy sessions accessed through WELL Mental Health & Wellness (WMHW)	581	446	308
Number of therapy sessions funded by WELL	455	270	151
Number of team members and family members supported through WMHW	172	156	108
Cost of therapy sessions funded by WELL	\$43,225	\$27,540	\$22,300

- 1 2024 included two BEWELL months (May and December).
- 2 2025 included only one BEWELL month (December).

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
APPENDIX 3: SUSTAINABILITY ACCOUNTING STANDARDS BOARD INDEX

Appendix 3: Sustainability Accounting Standards Board index

WELL references select disclosures from the Sustainability Accounting Standards Board (SASB) standards most relevant to our business activities, including Health Care Delivery standards and Software & IT Services standards. The index below identifies where related disclosures and performance data can be found within this report.

Health care delivery

Topic	SASB accounting metric	Response/reference
Patient Privacy & Electronic Health Records	Description of policies and practices to secure customers' personal health data records and other personal data	WELL maintains enterprise privacy and cybersecurity programs designed to safeguard patient information across clinical, operational and digital care environments. Additional information can be found in Privacy and data protection (page 25) and Cybersecurity and operational resilience (page 22).
Access for Low-Income Patients	Discussion of strategy to manage the mix of patient insurance status	WELL supports accessible care delivery through virtual and in-person care models, broad insurance acceptance across U.S. operations and financial assistance programs for eligible patients. Additional information can be found in Expanding virtual and digital access to care (page 16).
Employee Recruitment, Development & Retention	(1) Voluntary and (2) involuntary turnover rate for: (a) physicians, (b) non-physician healthcare practitioners and (c) all other employees	Workforce turnover metrics are disclosed in Workforce growth and retention metrics (page 50).
	Description of talent recruitment and retention efforts for healthcare practitioners	WELL supports workforce recruitment, retention and professional development through leadership development programs, learning platforms, continuing education support, performance management and employee well-being initiatives. See Employee health, safety and well-being (page 29), Developing a future-ready workforce (page 31), and Building inclusive and connected teams (page 34).

Built for this moment in healthcare
A message from our CEO
Who we are
Sustainability and impact framework
2025 highlights
SI priority 1: Built for empowerment – Provider support and digital enablement
SI priority 2: Built for security – Safeguarding patient data
SI priority 3: Built for people – A healthy place to work
Sustainability and impact foundation: Built for trust – Disciplined governance and risk framework
Appendix 1: About this report
Appendix 2: Performance tables
APPENDIX 3: SUSTAINABILITY ACCOUNTING STANDARDS BOARD INDEX

Software & IT services

Topic	SASB accounting metric	Response/reference
Data Privacy & Freedom of Expression	Description of policies and practices relating to user privacy	WELL maintains privacy and governance processes designed to support the responsible handling and protection of healthcare and personal information across our digital platforms and services. Additional information can be found in Privacy and data protection (page 25).
Data Security	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	WELL’s cybersecurity program incorporates layered security controls, continuous monitoring, incident response planning, third-party risk oversight and alignment with recognized standards including ISO/IEC 27001. See Cybersecurity and operational resilience (page 22).
Recruiting & Managing a Global, Diverse & Skilled Workforce	Employee engagement as a percentage	WELL measures employee engagement through the annual Great Place to Work® survey. In 2025, WELL achieved an overall Great Place to Work® score of 78%, representing an increase of approximately 6% compared to 2024. The survey is administered annually and helps inform employee experience, workplace culture and engagement initiatives across the organization. See Listening and responding to employee feedback (page 37).
	Percentage of gender and diversity group representation for executive management and employees	Workforce representation metrics are disclosed in Workforce representation by gender and generation (page 51) metrics and Building inclusive and connected teams (page 34).
Managing Systemic Risks from Technology Disruptions	Description of business continuity risks related to disruptions of operations	WELL maintains enterprise risk management, cybersecurity and operational resilience processes designed to support continuity across clinical and technology operations. Additional information can be found in Strengthening enterprise risk and governance (page 44) and Cybersecurity and operational resilience (page 22).



Thank you.

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

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



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