

# Social Impact Summary

GREEN SHIELD CANADA  
2021 SOCIAL IMPACT REPORT



# About Green Shield Canada

Uniquely structured as a social enterprise with the purpose of making it easier for people to live their healthiest lives, Green Shield Canada (GSC) has been shaping the health care landscape for 65 years with an exceptional brand of expertise and innovation.

Through the GSC Group of Companies' strategic investments and commercial partnerships, GSC currently serves more than 4.6 million Canadians from coast to coast and is able to provide clients with an unmatched health care experience through an ever-expanding digital health ecosystem and full benefits administration support. We're charting a course to better serve our customers and communities by evolving from our previous state as solely a health and dental benefits carrier towards the formation of an integrated health services organization and Canada's only payer-provider.

## Our Services Include

**Health Insurance:** Group and Individual health benefits and insurance coverage.

**Health & Benefits Administration:** Pharmacy Benefits Management (under the HBM+ brand), Third-Party Administration (TPA), and a broad array of Benefits Administration services.

**Health Services Delivery:** Mental Health, Specialty and Digital Pharmacy, Telemedicine and a digital health ecosystem that provides access to those and a variety of other services.

## Our Purpose

We make it easier for people to live their healthiest lives.

## Our Vision

To enable a sustainable future for health and well-being across the communities we serve.

## Our Mission

Deliver meaningful solutions to improve health and well-being.

## Our Values

As a social enterprise, we make a difference by:

- Investing our resources into the well-being of our communities.
- Putting our clients' needs first.
- Positioning our employees for success and growth.
- Committing to a culture of excellence, innovation, and agility.



# 2021 Highlights



**40,627**

Lives Impacted



**79% OVERALL**

Engagement Score



**\$3.4 BILLION**

Gross Revenue



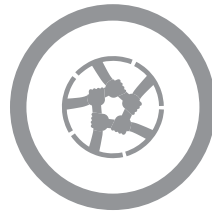
**3.9%**

Voluntary Employee Turnover



**4.6 MILLION**

Plan Participants



**42% WOMEN  
33% RACIALIZED**

Board Diversity



**7 TOTAL**

Office Locations



**46.4 MILLION**

Claims Processed



**68% WOMEN  
17% RACIALIZED**

Employee Demographics



**\$7.3 MILLION**

Community Investment

# Social Impact Strategy

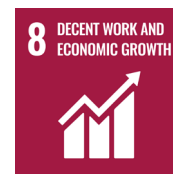
In 2021, we focused our energies on the execution of our strategic plan and expanding our capability to create increased social impact across Canada. We challenged ourselves by setting the ambitious goals of investing a total of \$75 million in social impact initiatives by 2025 and positively impacting a total of 850,000 lives (through both our social impact and commercial initiatives) between 2020 and 2025. As this summary will show, we are off to a great start.

Through our commercial and community activities, we aim to create significant, measurable social impact by improving the health and well-being of people in the communities where we live and work. Our Social Impact Strategy is organized into three pillars:

- Community Investment
- Good Corporate Citizenship
- Creating Shared Value

We concentrate our efforts on filling gaps identified in the Canadian health care system by supporting programs focused on oral health and mental health. These are areas that are currently underserved, and where we believe that we can leverage our knowledge, resources, and service offerings to make a truly meaningful impact.

GSC supports the United Nations Sustainable Development Goals (SDGs) as a blueprint to building a better future. We have aligned our business and Social Impact Strategy to primarily support the achievement of SDG 3 – Good Health and Well-Being. We also contribute to SDGs 5 (Gender Equality), 8 (Decent Work and Economic Growth), 10 (Reduced Inequalities), and 17 (Partnerships for the Goals).



# Community Investment

We invest in partnerships that enable individuals and communities to live their healthiest lives by giving our expertise, time, and funds.



In 2021, GSC was certified as a Caring Company with Imagine Canada, a designation recognizing companies that contribute at least 1% of their pre-tax profit (or equivalent) to community impact. In 2021, we invested a grand total of \$7.3 million in our Social Impact initiatives.

## Our Impact

As we move towards becoming an integrated health services organization with a focus on improving health outcomes, it is critical for us to understand and measure the impact of our commitments. To do this, in 2021 we further developed our Impact Measurement Framework (IMF).

A key metric in our IMF is Number of Lives Impacted, which reflects the number of unique individuals impacted by GSC-funded initiatives in oral and mental health, as well as our commercial initiatives. Pioneering this new model of evaluation and partnership will put GSC on the leading edge of corporate social responsibility and ensure that we're able to deploy our investments in a way that will have the greatest benefit to Canadians.

Between 2020 and 2025, our goal is to cumulatively impact a total of 850,000 lives, with a specific target of 40,000 lives impacted in 2021. We're proud to share that we met that goal, with 40,627 lives positively impacted across our funded programs.

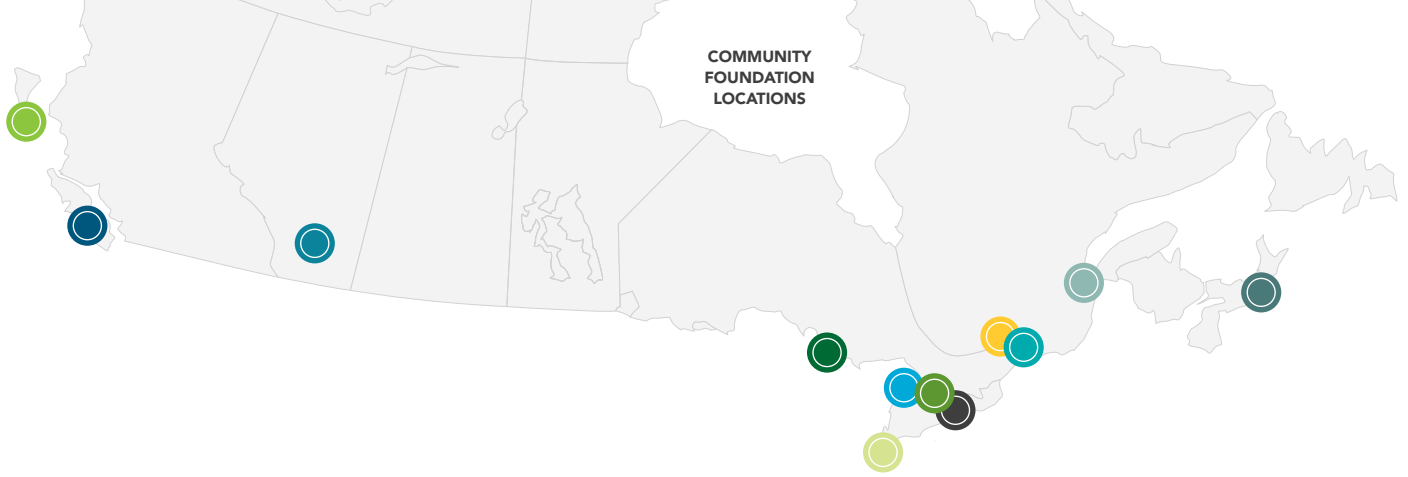
## Green Door Project

In Canada, one in three people lack coverage for dental care. Low-income Canadians are four times more likely to avoid seeing a dentist because of cost, and two times more likely to have poor dental outcomes.

Through partnerships with academic institutions and health providers in the community, the Green Door Project, GSC's signature oral health program, is working to change this by filling gaps in the health care system.

The Green Door Project was launched in November 2020, powered by a \$6.15-million investment over five years to fund the Green Shield Canada Clinic and associated research, located within the Faculty of Dentistry at the University of Toronto. In 2021, we expanded the Green Door Project by establishing new partnerships with the Northwestern Health Unit and the Niagara Falls Community Health Centre. In 2021, this initiative helped 781 people access life-changing dental care. By 2025, our goal is to grow this number to 3,000 people annually.





**Haida Gwaii Community Foundation** (Haida Gwaii, BC)

**Victoria Foundation** (Victoria, BC)

**Calgary Foundation** (Calgary, AB)

**Algoma Community Foundation** (Sault Ste. Marie, ON)

**WindsorEssex Community Foundation** (Windsor, ON)

**Toronto Foundation** (Toronto, ON)

**Kitchener Waterloo Community Foundation** (Kitchener, ON)

**Hamilton Community Foundation** (Hamilton, ON)

**Ottawa Community Foundation** (Ottawa, ON)

**Community Foundation of Greater Montreal** (Montreal, QC)

**Fondation Québec Philanthrope** (Quebec City, QC)

**Community Foundation of Nova Scotia** (Halifax, NS)

## Community Foundation Partnerships

GSC has partnered with Community Foundations across Canada to drive measurable improvements in local mental and oral health outcomes. Since 2018, GSC has invested \$12 million in 12 Community Foundations, enabling us to leverage their granting expertise, grassroots relationships, and local knowledge.

Over the past two years, GSC has created a robust knowledge sharing and research strategy focused on oral health, in partnership with Community Foundations. Last year, GSC teamed up with Kitchener Waterloo Community Foundation, Toronto Foundation, and the Ottawa Community Foundation to create a series of reports titled *Left Behind: The State of Oral Health*. These three reports delve into the local state of oral health and explore the broader social issues that impact access to oral health care. The reports are available on GSC’s website, or on our Community Foundation partners’ sites.

## Strengthening Communities

Fulfilling our mission to improve the health and well-being of Canadians takes many forms, including doing our part in times of unexpected crisis. We supported the following disaster and humanitarian relief projects:

- Contributing over \$100,000 through the Canadian Red Cross and other organizations towards relief for wildfires and severe rainfall and flooding in British Columbia.

- With the outbreak of the Delta variant, GSC donated \$25,000 to the Canadian Red Cross in support of international COVID-19 relief and mobilized local support through a 500% employee matching campaign, raising an additional \$30,000.
- Seeding the Strong Together Fund in support of the local Muslim community, in conjunction with the London Community Foundation.
- GSC contributed \$50,000 to the Canadian Red Cross’s Ukraine appeal.

## Employee Giving

Our employees are passionate about giving back to their communities, and we amplify their impact by matching donations, rewarding volunteer hours, offering one day of paid time off to volunteer, and bringing teams together through our employee-led steering committee. In 2021, we saw our highest participation tracked to date, with 46% of employees participating in some form of employee giving. The total impact of the program was over \$341,000 in 2021, a 170% increase from 2020.



**GSC is a proud Employer  
Member of Volunteer Canada.**

# Good Corporate Citizenship

Helping to create a sustainable future for individuals, communities, and the planet.

## Clients

We listen to our clients, follow rigorous security procedures to protect their data and privacy, and continue to develop new products and services, with a focus on innovative digital health solutions ranging from our Digital Clinic (Inkblot, Tranquility, Maple), GSC everywhere (a new plan member web platform and companion mobile app), to GSC360 (an all-benefits product offering for small- and medium-sized organizations) and Change4Life (a free, innovative online health management portal exclusively for GSC plan members).

As part of our ongoing commitment to helping plan members live their healthiest lives, in June of 2021 GSC also announced that we had developed a new gender affirmation offering as a standard benefit in all Group plans that provide extended health services coverage.

## Employees

At GSC, our strong culture has always been our key strength and differentiator. We work hard to ensure that our employees feel supported in their roles, have opportunities for growth, and know that their work makes a difference. In 2021, we had an overall engagement score of 79% in our Employee Engagement Survey.

We also announced a gradual return to office plan as part of our **Work My Way** hybrid workforce project. This approach provides a flexible mix of remote and in-office work.

At the end of 2021, GSC had 1,041 employees in eight cities across Canada. A significant portion of our employees are unionized (namely our Windsor-based operations group, which includes claims adjudication, and our call centre) through Unifor Local 240 and Local 673, with whom we have a strong ongoing partnership.

## Diversity, Equity, and Inclusion

We understand diversity, equity, and inclusion (DE&I) are vital to our success as an employer. We are working hard to create a culture where everyone can bring their whole selves to work and feel valued and included. In service of this, we have developed a comprehensive 2025 DE&I Blueprint that will help us build a more diverse, equitable, and inclusive future.

Last year we established Employee Resource Groups, undertook our first employee census, hired a new DE&I Manager, and announced our public commitments to DE&I. GSC has signed up for the 50-30 Challenge, the Prosperity Project, and the 30% Club – initiatives that challenge organizations to increase the representation and inclusion of diverse groups within their workplaces.





## Suppliers

We procure quality products and services in a timely, cost-effective manner, in alignment with GSC’s mission and values. Increasingly, this means supporting businesses that prioritize DE&I in their leadership and hiring, and building strong relationships with local businesses owned by women, racialized people, people with disabilities, and members of the LGBTQ2S+ community. We also have a deep commitment to procuring goods and services from local businesses and from unionized companies, particularly in our hometown of Windsor, Ontario.



GSC is proud to be certified as a social enterprise with Buy Social Canada as of May 2021. The social enterprise certification process recognizes organizations that embed a social, cultural, or environmental purpose into

their business, and reinvest the majority of profits into their social mission.



## Climate

Climate crisis impacts are contributing to new and emerging health threats. To play our part in addressing them, we are committed to reducing emissions attributable to our business operations, practicing effective waste management and reduction solutions, and supporting sustainability in our communities. Last year, we reported on the initial outcomes of our 2019 greenhouse gas (GHG) inventory project. That work was fully completed in 2021 with the presentation of a Greenhouse Gas Protocol Corporate Standard Verification — 2019 Inventory Report. The report indicated that we were well within the 5% materiality threshold with a total Scope 1 and 2 emissions of 677.83 tonnes, and helped set the stage for our 2020 and 2021 GHG inventory projects, to be completed over the course of 2022.



## Health System Change Advocacy and Innovation

As a purpose-driven organization, we focus on providing great health benefits to our customers and working with community partners to bridge the gap in access to health care. Notable systems-level advocacy and policy projects that GSC has recently engaged in include:

- Improving access to and the affordability of Canada’s drug system.
- Expanding oral care for the working poor.
- Contributing to health and financial security through portable benefits.
- Encouraging the adoption of biosimilars to improve the sustainability of private and public drug plans.
- Advocating for gene therapy.
- Launching new pharmacogenetics benefits.



# Creating Shared Value

**We are driven by our Purpose and Mission to tackle complex issues and create lasting positive change in the communities we serve.**

To advance our Social Impact Strategy, GSC has adopted a “Creating Shared Value” (CSV) model focused on evolving our products, services, and business operations to benefit a wide range of stakeholders.

As a social enterprise, we are uniquely positioned to fill gaps in the existing health care system by offering innovative new methods of accessing care.

First up on our list of CSV projects has been our aspirational endeavour to transform the landscape of mental health in Canada. By leveraging our growing list of service offerings to directly address mental health needs, with a particular focus on underserved and disadvantaged populations, we are able to offer free mental health services to the people who need it most.

To achieve this, we expanded our digital mental health services in 2021 through investments in Inkblot Technologies (Inkblot) and Tranquility Online (Tranquility). Inkblot’s distinctive service offering includes matching patients with the best counsellor for their needs using a matching algorithm that allows for a culturally sensitive, customized therapeutic approach.

Tranquility, on the other hand, is a mental health platform specializing in internet-based cognitive behavioural therapy (iCBT) and mental health coaching. Tranquility’s platform helps individuals with anxiety and depression receive access to affordable therapy and coaching in a digital, stigma-free setting.

To establish ourselves as a full-service benefits provider, we also acquired Computer Workware Inc. (CWI), which will further expand our health and benefits administration offering and build our service capabilities.



## Room for Her

Room for Her is an innovative multi-year women's mental health initiative launched in November of 2021, funded by the Green Shield Association and delivered by Inkblot. Beginning in 2021, Room for Her offered Canadian women 10,000 hours of complimentary online mental health counselling.

Room for Her focuses on promoting mental health and well-being for all Canadian women, with an emphasis on racialized women in the workplace in the first year of the project. This focus was prompted by data showing that racialized women not only face disproportionate barriers in the workplace, but also experience higher rates of mental health struggles or illness and encounter significant challenges to accessing mental health support.

This program offers any Canadian resident who identifies as a woman and is 18 years or older a complimentary initial consultation appointment with a certified therapist of their choice, followed by either one 60-minute session or two 30-minute sessions of virtual counselling.

One of the distinctive advantages of Inkblot is that it removes all of the usual barriers that keep people from seeking support: not knowing how to find a therapist that's a good fit for them, long wait times, high costs, inconvenience and inflexibility, stigma, and time spent travelling to and from traditional in-person therapy.

In less than two months after the launch of Room for Her in November of 2021, a total of 4,335 women accessed mental health resources or services through this program. To meet this rapidly growing demand, the Room for Her **Digital Hub**, which launched in early 2022, now provides detailed information on the program, along with a growing and dynamic library of women's health resources. In 2022, GSC will continue to expand the scope of Room for Her with exciting new offerings. Items on the radar include the development of an iCBT platform through Tranquility, the second annual Room for Her conference, and new tools to support women's mental health.



