



2022 Social Impact Report Summary



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About GreenShield

As one of Canada's largest integrated health and benefits organizations and the country's first payer-provider, GreenShield has introduced a new model of care built to support better health for the six million Canadians we serve. As a "payer" under the umbrella of Green Shield Canada (GSC), we have had a long history of offering insurance, administering benefits, and paying claims; and now, as a "provider" through Green Shield Holdings Inc., we also deliver a variety of health care services such as mental health counselling, telemedicine, and pharmacy.¹

As a not-for-profit social enterprise, this model expands GreenShield's ability to reinvest our earnings and redeploy our health services to support underserved and marginalized communities. It's all in pursuit of *better health for all*, our purpose for more than 65 years.

Our services



Comprehensive Group and Individual health and dental benefits coverage through GSC.



Flexible health and benefits solutions for companies of all sizes, including benefits administration (CWI), pharmacy benefits management (HBM+), third-party administration for small businesses (Benecaid), and specialty pharmacy services (NKS Health).



Easy-to-navigate, seamless care through virtual mental health counselling (Inkblot, Tranquility, and BCH Consultants), digital pharmacy (The Health Depot), and telemedicine services (through our partnership with Maple).

Our purpose

GreenShield champions *better health for all*. Our social impact brand, GreenShield Cares, reflects this purpose. GreenShield Cares fulfills our social mission, and our national, not-for-profit structure makes us unique in the Canadian health and benefits industry.

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 not-for-profit social enterprise, we make a difference by:

- Putting our clients' needs first
- Positioning our people for success
- Committing to a culture of excellence, innovation, and agility

¹ This document and the associated 2022 Social Impact Report encompass activities undertaken by GreenShield. GreenShield means, collectively, Green Shield Canada (GSC), Green Shield Association, and Green Shield Holdings Inc., which is the primary company that houses health services and benefits administration businesses, including Inkblot Therapy, Tranquility, BCH Consultants, NKS Health Canada, The Health Depot Pharmacy, Benecaid, and Computer Workware Inc. Green Shield Holdings Inc. is a wholly owned subsidiary of the not-for-profit Green Shield Association. Due to ongoing integration efforts being undertaken across the various GreenShield businesses, the metrics, key performance indicators, and governance approaches presented in this document and associated report reflect GSC data only, unless otherwise noted (exceptions are marked as GreenShield or enterprise-wide).



2022 Highlights



4.9 million
Canadians Served

6 million +
Enterprise-Wide*



1,066
Employees

1,400
Enterprise-Wide*



52.4 million
Claims Processed

1 billion +
Claims Transactions Processed



9 years
Average Employee Years of Service



Board Diversity:

42%
Women

33%
Racialized



Employee Demographics:

68%
Women

20%
Racialized



\$3.9 billion*
Gross Revenue



\$9.2 million*
Community Investment Funding



101,445*
Lives Impacted



99%
Client Retention Rate

*Enterprise-wide GreenShield metric.
Note: All non-asterisked metrics represent Green Shield Canada only.

Social Impact Strategy

GreenShield Cares focuses on improving access to mental and oral health, and is organized into three key pillars:

- Creating Shared Value
- Community Investment
- Good Corporate Citizenship

GreenShield Cares helps fill the gaps in the Canadian health care system in mental and oral health, two foundational areas many Canadians struggle to access. We also go beyond just giving back financially – GreenShield Cares also provides evidence-based vital health services directly to underserved communities, builds meaningful partnerships, and advocates for better health outcomes.

- **Oral health:** GreenShield Cares funds both research on the importance of oral health to overall health and front-line oral health clinics that help increase access to dental services for underinsured and uninsured Canadians.
- **Mental health:** We invest in initiatives that support the delivery of mental health care and in advocacy projects that increase awareness of mental health issues and resources, with a concentration on women’s mental health.

To achieve this, GreenShield Cares has committed to **investing \$75 million**, with an ambitious goal to positively impact at least one million Canadians by 2025 by driving measurable improvements in health outcomes.

We’re well on our way to meeting this target: in 2022, we invested \$9.2 million (an increase of 26 per cent over last year) in social impact initiatives, reflecting 12 per cent of our pre-tax profit equivalent, as verified through the Imagine Canada Caring Company program.² We’re also on track to meet our impact goals, with an official count of **101,445 lives positively impacted** across our funded programs enterprise-wide. Since 2020, we have cumulatively impacted a total of 179,332 lives.



GreenShield Cares’ financial investments fund oral health care clinics to provide access to care for Canadians in underserved communities.

² GreenShield’s 2022 pre-tax profit equivalent was calculated differently than in previous years. Due to global fluctuations in interest rates, this year’s rate is based on surplus before the unrealized investment losses and OCI, while previous calculations included investment income.

Creating Shared Value

Investing and Partnering in Mental Health

As a social enterprise, we offer innovative and integrated methods of accessing care. Our goal is to **create shared value (CSV)** by evolving our products, services, and business operations to benefit a broader range of stakeholders and provide dignified access to care to the vulnerable in our communities, and our clients and plan members.

Currently, our CSV efforts are focused on mental health. By leveraging our growing list of mental health care service offerings (Inkblot, Tranquility) and our national network of community partnerships, we are either self-funding (in the case of our signature programs) or jointly funding (in the case of the partner programs we support) the provision of mental health services for the people who need them the most.

GreenShield Cares about Women's Mental Health

GreenShield Cares' women's mental health program is our signature mental health initiative, formerly known as Room for Her. This program offers Canadian women access to innovative online mental health counselling and resources.

Since its inception in late 2021, GreenShield Cares has invested nearly \$3.5 million in our program and helped over 60,000 Canadian women access free mental health services. Originally launched to offer access to counselling through Inkblot's mental health platform, it has also evolved with the addition in 2022 of complimentary one-year subscriptions to Tranquility, our gold-standard iCBT platform and a GreenShield offering that was co-designed by a team of clinicians and individuals with lived experience of mental illness.

The program is open to Canadians aged 18+ who identify as women, transgender women, women identifying, non-binary or gender non-conforming, and is intended to better meet the needs of women from racialized and/or marginalized groups who are underserved by the current mental health system. One of the major benefits of this program is that it removes all the usual barriers that keep people from seeking support: affordability, finding the right therapist, long wait times, and the inconvenience of travelling to and from traditional in-person therapy.



GreenShield's Vice President of Mental Health, Harriet Ekperigin (left), shares her story with over 700 guests at GreenShield's 2022 signature women's mental health event, "Looking Forward: Women's Mental Health & The Future of Work."

Community Investment

Filling the Gaps in Canadian Dental Care Services

In 2022, the obstacles to accessing quality dental care in Canada were greater than ever before, and the consequences of those obstacles are increasingly dire. Approximately one in three Canadians lack access to dental coverage, with seniors most likely to go without; in fact, more than 60 per cent of people over 70 years old don't have coverage, while low-income Canadians are four times more likely to avoid seeing a dentist due to cost and twice as likely to have worse outcomes.

GreenShield Cares about Oral Health

GreenShield Cares' signature oral health program is on a mission to bridge these gaps in service. Through partnerships with leading academic institutions and front-line community health providers, we've committed more than \$20 million to oral health projects across Canada, including \$10 million in funding announced in December of 2022 to help boost oral health care services for underserved communities.

These funds include a host of grants and partnerships supporting access to quality dental care through community clinics, oral health education programs and service navigation, and "arm's-length" independent evaluation research conducted by universities. Milestone investments in 2022 included:

- Alberta Health Services' Provincial Oral Health Program:** We celebrated our first program launch in Alberta, partnering with Alberta Health Services' Provincial Oral Health Program on a \$1.5 million initiative in Red Deer to offer dental care services to individuals who are vulnerable to poor health outcomes.
- Faculty of Dental Medicine and Oral Health Sciences, McGill University:** In December 2022, we invested \$1.35 million with the Faculty of Dental Medicine and Oral Health Sciences at McGill University in Montreal to fund the construction of a new clinic to provide urgent dental care to the community's most vulnerable residents, and to cover the costs of the care.

GreenShield Cares' multi-million-dollar oral health commitment includes investments in both cities and rural communities across seven provinces: Alberta, British Columbia, Manitoba, Nova Scotia, Ontario, Quebec, and Saskatchewan.



A mural is unveiled at a Niagara Falls dental clinic funded by GreenShield.



Through our efforts to improve access to oral care, GreenShield has impacted over 35,000 Canadians. We continue to fund oral care clinics and vital oral health research with partners to help ensure all Canadians have equitable access to oral health care services."

Zahid Salman
President and CEO

Strengthening Communities through Partnership

Empowering Indigenous Youth

In 2022, GreenShield Cares launched our partnership with Indspire, a national Indigenous-led charity that invests in the education and empowerment of First Nations, Inuit, and Métis youth. As part of our commitment, GreenShield Cares pledged to invest \$300,000 in scholarships for students in health-related disciplines and youth educational opportunities over the next three years.

Supporting Innovation in Digital Pharmacy

As part of our mission to invest in pioneering solutions for delivering health care services, GreenShield Cares donated \$250,000 to the University of Toronto's Discovery Pharmacy. Based at the Leslie Dan Faculty of Pharmacy, the Discovery Pharmacy is a digital innovation and research hub for the pharmacy profession, giving students hands-on experience as professional pharmacists.

Supporting our Global Community – Disaster Relief

In times of crisis, we come together with all Canadians to help people in need in our communities and around the world. Over the past year, we have funded over \$325,000, including both direct emergency funding and matching employee donations, to address the impacts of Hurricane Fiona in Atlantic Canada, extreme flooding in Pakistan, earthquakes in Türkiye and Syria, humanitarian relief in Ukraine, and supporting Afghan refugee resettlement in Canada.

Employee Giving³

Our employees are passionate about investing in the success of their communities, and we empower them to give their expertise, time, and dollars. We do this in multiple ways: amplifying their contributions by matching donations, rewarding volunteer hours, and bringing teams together through our employee-led steering committee. Employees can access up to \$2,000 annually in donation matching funds and are also eligible for up to \$1,000 annually in charitable volunteer rewards. In 2022, our total employee-giving program impact grew to \$386,000, up from \$341,000 in 2021.



Lourda Dawalibi, 2022 GreenShield Cares Award winner.



GSC has been a steadfast partner in keeping our community moving forward by generously offering their call centre to assist with booking COVID-19 shots."

Drew Dilkens
Mayor, City of Windsor

³ The Employee Giving section of this document is specific to Green Shield Canada.

Good Corporate Citizenship

Our Employees⁴

At the end of 2022, GreenShield had 1,066 employees across Canada. A significant number of our employees are unionized (namely GreenShield’s Windsor-based operations group, which includes claims adjudication and our call centre), represented by Unifor Local 240 and Local 673, with whom we have a strong ongoing partnership.

We’re honoured that GreenShield’s unique company culture was recognized again in 2022. Waterstone Human Capital named us one of *Canada’s Most Admired Corporate Cultures*, and our President & CEO, Zahid Salman, *Canada’s Most Admired CEO™* in the Broader Public Sector category.

From implementing *Work My Way*, our hybrid work strategy, to the launch of our employee Well-Being Hub, in 2022 we focused improving the employee experience and ensuring the well-being of all employees.

Diversity, Equity, and Inclusion

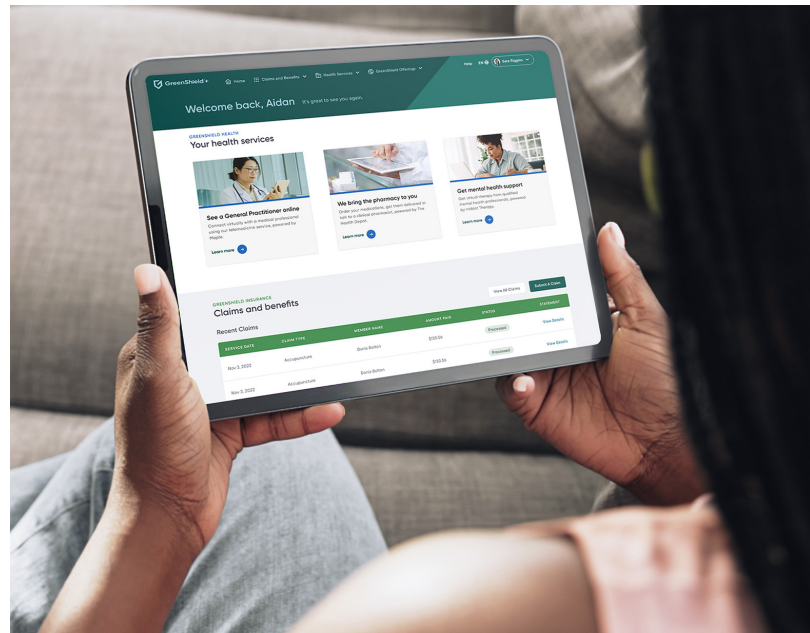
Our DE&I efforts are vital to our future success as a social impact enterprise. Being intentionally inclusive of diverse backgrounds, perspectives, and experiences will enhance our employee experience, increase our talent pool, and ultimately, positively impact how we support our clients and communities. As a result, we were an early supporter of the federal government’s 50/30 challenge, through which we are striving for 50 per cent gender diversity and 30 per cent other types of diversity.

Client Services

At GreenShield, our new integrated health and benefits model features the industry-leading products and solutions our clients are looking for. As the first payer-provider in Canada, GreenShield offers insurance, administers benefits, and pays claims, while Green Shield Holdings Inc. also delivers a variety of health care services, such as mental health, telemedicine, and digital pharmacy.



Launched in 2023, GreenShield+ now provides access to GreenShield’s digital health and benefits offerings in one place, delivering a personalized, engaging, and simplified experience. Through unprecedented integration and services that increasingly talk to each other, users can check their coverage, access their benefits, connect with health care providers, and get reimbursed for their claims, in one easy-to-use place, accessible anytime, anywhere.



⁴ The Our Employees section of this document is specific to Green Shield Canada.

Gender Affirmation Benefit

As part of our ongoing commitment to helping plan members live their healthiest lives, gender affirmation is now a standard benefit (ASO and non-refund) in all Group plans that provide extended health services coverage. This offering – part of our mission to deliver inclusive benefits coverage – enables plan sponsors to support plan members throughout their gender affirmation journey.

Our Suppliers

GreenShield is committed to the highest ethical standards and good governance in all things we do, including our relationships with vendors and suppliers. We aim to procure quality products and services in a timely and cost-effective manner while factoring in alignment with our mission and values as a social enterprise. Where possible, we aim to support businesses that prioritize DE&I in their leadership and hiring and to build strong relationships with local businesses owned by women, racialized people, people with disabilities, and members of the LGBTQ2S+ community.

Climate and Environment⁵

We have studied GreenShield's greenhouse gas (GHG) emissions in detail between 2019 and 2022, enabling us to move forward with establishing a decarbonization and climate strategy to execute key GHG reduction measures. Notably, our emissions decreased by 31 per cent in 2022 compared to 2019, due to a decrease in electricity and natural gas consumption and fuel used in leased vehicles.

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Overall, since 2019 we have improved the methodology used for GHG quantification through higher data granularity. Our objective is to continue to deepen our climate and GHG reporting and to create a fulsome climate strategy and further emission reduction planning.



⁵ The Climate and Environment section of this document is specific to Green Shield Canada.

