



Bloomberg Gender-Equality Index

Key Performance Indicators

October 2023

All data as of 12/31/2022



KPI	DATA/RESPONSE	EXISTING PUBLIC DISCLOSURE
Leadership		
Percentage of women on company board	40%	2023 Proxy Statement (pg. 7)
Chairperson is a woman	Welltower's Chair of the Board of Directors is not a woman.	Welltower Board of Directors
Gender balance in board leadership	40%	2023 Proxy Statement (pg. 11)
Chief executive officer (CEO) is a woman	Welltower's CEO is not a woman.	Welltower Leadership Team
Woman chief financial officer (CFO) or equivalent	Welltower's CFO is not a woman.	Welltower Leadership Team
Percentage of women executive officers	20%	2023 Proxy Statement (pg. 35)
Chief diversity officer (CDO)	Pam Byrne holds the position of Senior Vice President, Head of Human Capital at Welltower Inc. She also serves as the head of Welltower's Diversity Council. Her primary responsibilities include leading the Global Human Resources function, with an emphasis on attracting, retaining, and developing talent by improving the employee experience through innovative initiatives, HR system data, and analytics. Welltower has become an attractive destination for top talent. Pam Byrne directly reports to the EVP, General Counsel & Corporate Secretary.	Welltower Leadership Team
Talent Pipeline		
Percentage of women in total management	47%	2022 ESG Report (Assurance Statement - Gender Breakdown by Level)
Percentage of women in senior management	31%	2022 ESG Report (Assurance Statement - Gender Breakdown by Level)
Percentage of women in middle management	51%	2022 ESG Report (Assurance Statement - Gender Breakdown by Level)
Percentage of women in non-managerial positions	49%	2022 ESG Report (Assurance Statement - Gender Breakdown by Level)
Percentage of women in total workforce	48%	2022 ESG Report (pg. 28 or Assurance Statement - Gender Breakdown by Level)
Percentage of women total promotions	42%	2022 ESG Report (pg. 25)

KPI	DATA/RESPONSE	EXISTING PUBLIC DISCLOSURE
Percentage of new hires are women	45%	2022 ESG Report (pg. 26)
Percentage of women attrition	44%	
Pay		
Adjusted mean gender pay gap	2022 Compensation - Ratio: Male / Female <ul style="list-style-type: none"> SVP, Executive: 1 / 0.83 Director, Assistant VP, VP: 1 / 0.89 Manager: 1 / 0.84 Non-Manager: 1 / 0.87 	2022 ESG Report (pg. 25 or Assurance Statement - Compensation Equity by Level)
Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	In 2022, Welltower included a new ESG scorecard in our 2022 Named Executive Officer annual incentive program that outlines nine specific goals balanced across “E,” “S,” and “G,” including continuing to achieve recognition in the Bloomberg Gender-Equality Index and improving our overall score. The complete ESG scorecard can be found in Welltower’s 2023 Proxy Statement.	2023 Proxy Statement (pg. 44)
Inclusive Culture		
Number of weeks of fully paid primary parental leave offered	16 weeks fully compensated Parental Leave for delivering parent (when combined with 2 weeks fully paid Caregiver Leave)	Welltower Careers Page – Benefits
Number of weeks of fully paid secondary parental leave offered	6 weeks fully compensated Parental Leave for non-delivering parent (when combined with 2 weeks fully paid Caregiver Leave). This also applies to adoption and surrogacy, regardless of the parent’s sex.	Welltower Careers Page – Benefits
Parental leave retention rate	93%	
Flexible working policy	Welltower offers a number of competitive and comprehensive benefits to care for our employees and their families, including hybrid, remote, and flexible working arrangements.	2022 ESG Report (pg. 24)

KPI	DATA/RESPONSE	EXISTING PUBLIC DISCLOSURE
Employee resource groups for women	Welltower has an employee resource group called CORE (Creating Opportunities, Relationships, and Excellence) whose mission is to accelerate the development and advancement of women.	Welltower's LinkedIn Life Page – Diversity & Inclusion at Welltower
Unconscious bias training	Welltower provides mandatory unconscious bias training to all employees through Employment Learning Innovations (ELI, Inc.) and additional voluntary training through LinkedIn Learning. Welltower's Diversity Council, Human Capital Team, and Employee Network Group leaders work together to curate helpful diversity, equity, and inclusion resources into LinkedIn Learning Bundles for all employees to access.	
Annual anti-sexual harassment training	Welltower requires all employees to complete anti-sexual harassment training at least biennially. Employees that are required by state law to complete anti-sexual harassment training annually are required to do so by Welltower.	

Bloomberg GEI Definitions

KPI TERM	DEFINITION
Leadership	
Percentage of women on company board	Percentage of women on the board directors, of the total board size that are responsible for the supervision of management, as of fiscal year-end. This includes full-time directors only. Deputy members of the board and alternate directors will not be counted. Additional directors will be counted. If the company has both a supervisory board and a management board, this will refer to the directors on the supervisory board. Company secretaries (or board observers or censors) will not be counted.
Chairperson is a woman	Indicates whether the board chair, or equivalent is a woman. For European companies with a supervisory board and a management board, this field looks at the chairperson on the supervisory board.
Gender balance in board leadership	Percentage of the various committees of the board of directors chaired/co-chaired by a woman.
Chief executive officer (CEO) is a woman	Indicates whether the chief executive officer (CEO), or equivalent, is a woman. For European companies with a supervisory board and a management board, this field refers to the CEO of the management board or equivalent.
Woman chief financial officer (CFO) or equivalent	Indicates whether the chief financial officer (CFO), or equivalent, is a woman.
Percentage of women executive officers	Percentage of women executives of the company, or members of equivalent management/executive body, of the number of executives as of fiscal year-end. Executives are as defined by the company or as individuals that form the company executive committee/board or management committee/board or equivalent.
Chief diversity officer (CDO)	Chief diversity officer (CDO), or officer reporting to the executive team (within two levels of executive management), dedicated primarily to diversity and inclusion (D&I) strategy at the company as of fiscal year-end. Can refer to a chief human resources officer (CHRO) ONLY in the case that they have a primary business function of developing and maintaining the company's D&I strategies.
Talent Pipeline	
Percentage of women in total management	Percentage of women in management who have senior-level, middle- or lower-level supervisory responsibilities of total management.
Percentage of women in senior management	Percentage of women in management who have senior-level supervisory responsibilities and are positioned in the management hierarchy within two levels of executive management of total management.
Percentage of women in middle management	Percentage of women in management who have middle- or lower-level supervisory responsibilities and are positioned in the management hierarchy three or more levels from executive management of total middle management.
Percentage of women in non-managerial positions	Percentage of women employees in non-managerial roles, of total non-managerial positions at fiscal year-end. Refers to women who work directly on a team as an individual contributor and have no responsibility as a manager to others.
Percentage of women in total workforce	Percentage of women in the total workforce, of the total number of company employees.

KPI TERM	DEFINITION
Percentage of women total promotions	Percentage of women promoted of total promotions during fiscal year-end. Refers to women that were promoted or underwent career advancement out of total employees promoted.
Percentage of new hires are women	Percentage of women new hires, of the total number of new hires.
Percentage of women attrition	Percentage of women employees that left the company, of the total employees that left the company.
Pay	
Adjusted mean gender pay gap	Gender pay gap with reasonable adjustments made to consider role, location and tenure.
Executive compensation linked to gender diversity or diversity, equity and inclusion (DEI)	Indicates whether a company's executive compensation, either short term or long term, is linked to gender diversity. This can include representation of women, the gender pay gap, etc.
Inclusive Culture	
Number of weeks of fully paid primary parental leave offered	Indicates the number of weeks of fully paid primary parental leave (or maternity leave) for employees globally (provided by the firm and/or government). Primary caregiver is the person with primary responsibility for childcare or is the designated primary custodial parent. If the company offers maternity parental leave policies, we accept responses to primary parental leave policy questions according to the company's maternity leave policy.
Number of weeks of fully paid secondary parental leave offered	Indicates the number of weeks of fully paid secondary parental leave (or paternity leave) for employees globally (provided by firm and/or government). Secondary caregiver is the second parent who has a lesser responsibility for childcare duties. If the company offers paternity parental leave policies, we accept responses to secondary parental leave policy questions according to the company's paternity leave policy.
Parental leave retention rate	Percentage of women employees that remained employed by the company 12 months after their return from parental leave out of all women employees that used parental leave during previous fiscal year.
Flexible working policy	The company offers an option to control the start or end times of the workday or workweek (e.g. flextime) or offers an option to control the location where employees work (e.g. telecommuting, work from home). This should exclude any COVID-19 related policies. Telecommuting is the option of employees to control the location of their work; commonly referred to as work from home.
Employee resource groups for women	Indicates whether the company has any employee resource groups or "Communities" focused on recruiting, retaining and developing women.
Unconscious bias training	Indicates whether the company offered all employees unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviours. Unconscious bias refers to a preference for or against a person, perspective, or group that one is not aware of but, nevertheless, is communicated through statements or actions. Unconscious bias training aims to remove barriers to inclusion, engagement and performance by understanding our individual biases and providing knowledge to mitigate this inequity.
Annual anti-sexual harassment training	Indicates whether a company requires all employees to complete anti-sexual harassment training at least once a year. Anti-sexual harassment training explains the company's anti-sexual harassment policies, provides specific examples of inappropriate conduct and describes the processes and procedures for bringing a complaint.