

welltower

# WELLSustained

Corporate Social Responsibility Report

2017

# Letter From The CEO



**Thomas J. DeRosa**  
CEO, Welltower Inc.

Wellness is at the center of what we do. Welltower provides real estate settings that promote wellness for the aging population, and allow leading health systems to drive health care delivery toward the goal of lowered costs and improved outcomes. We are committed to providing high-quality, modern and effective options for those looking for a senior living solution, and state-of-the-art medical offices for physicians, and our sustainability program helps us do so. Our efforts are focused on providing healthy environments for the people who visit, work and live in our properties, increasing operational efficiency, and creating long-term, sustainable value for our stakeholders. Our sustainability program promotes the well-being of our colleagues, and helps us lead the way in developing thriving and resilient local communities.

In 2017, we completed preconstruction of The Welltower, midtown Manhattan's first purpose built assisted living and memory care community located at E. 56th street. This unique 16 story, 130,000 square foot community will be developed to meet New York's strict criteria for LEED and WELL Building Certifications. We broke ground in

March 2018, and The Welltower will promote wellness and community with the latest innovations in energy efficiency and resident needs for cognitive engagement, mobility and nutrition.

In London, we began construction in April 2017 of our Wandsworth project, which is projected to achieve a BREEAM rating of Excellent. This seniors housing community will feature energy saving technologies including cogeneration, solar hot water, low-flow fixtures, and LED lighting.

Welltower's environmental, social and governance achievements continue to lead the industry and garner recognition. Our 2017 accomplishments are highlighted below:

- We were recognized as a global leader in sustainability performance by sustainability investment specialist, RobecoSAM. We were listed in the RobecoSAM 2018 Sustainability Yearbook and recognized as an Industry Mover for the greatest improvement in performance over the previous year. The Sustainability Yearbook identifies

the top 15 percent of companies in its industry for environmental, social and governance leadership.

- We advanced our goal of owning high-quality real estate. Welltower certified eleven medical office buildings under the IREM Certified Sustainable Property Program and 17 seniors housing communities under the Energy Star Building Certification Program.
- We introduced green leases in our Medical Office portfolio and were recognized through the Institute for Market Transformation and the Department of Energy with the Green Lease Leader Award.
- We were honored as an EPA Green Power Partner for renewable energy usage, and were listed in the Dow Jones North America Sustainability Index.
- Through the Welltower Foundation, we provided more than \$800,000 in funds to charitable organizations during 2017, including \$80,000 in hurricane relief funding across the US and Puerto Rico.

- We participated in the inaugural Sustainable Development Impact Summit, sponsored by the World Economic Forum.
- We extended wellness programs to our employees across the globe. These research based programs, fitness challenges and health screenings had tremendous participation, resulting in a healthier work environment and healthier workforce.

We continue to enhance our sustainability program, and remain committed to being a global leader in sustainability. I invite you to review our 2017 Corporate Social Responsibility Report to learn more about our work.

Thank you for your interest in Welltower and sustainability.

Sincerely,



Thomas J. DeRosa  
CEO, Welltower Inc.

# Our Work & the UN Sustainable Development Goals

# Our Work & the UN Sustainable Development Goals



Providing the infrastructure necessary for health and wellness is the core of our business. By investing in seniors housing, medical office and post-acute care properties, we are helping to ensure seniors and their families age well and live well.



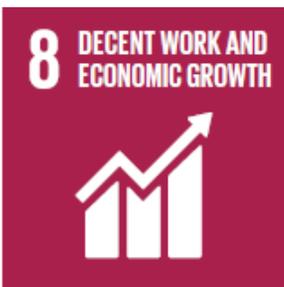
We develop modern and resilient properties and support disaster relief efforts throughout our communities.



Our women's network, CORE, provides a platform for women at Welltower to network, find mentors and gain the skills needed to grow in their career.



We work to reduce the amount of waste sent to landfill from our operations. Our properties have recycling programs, and we hold electronic waste recycling events throughout the year for our tenants and employees.



In addition to the opportunities we offer at our corporate and regional offices, our properties support healthcare professionals and their work. We also support local suppliers and vendors, allowing them to in turn hire employees and provide jobs.



By increasing our energy efficiency, reducing energy consumption, supporting alternative transit and consuming green power, we are reducing our emissions and potential negative impact on climate.

# General Disclosures

# General Disclosures

DISCLOSURE DESCRIPTION		RESPONSE
Organizational Profile		
102-1	Name of the organization	Welltower Inc.
102-2	Activities, brands, products, and services	Welltower is driving the transformation of health care infrastructure. We invest with leading seniors housing operators, post-acute providers and health systems to fund the real estate infrastructure needed to scale innovative care delivery models and improve people's wellness and overall health care experience. Welltower™, a real estate investment trust ("REIT"), owns interests in properties concentrated in major, high-growth markets in the United States, Canada and the United Kingdom, consisting of medical office buildings, seniors housing and post-acute care communities. For more information, please visit our <a href="#">website</a> .
102-3	Location of headquarters	Welltower is headquartered in Toledo, Ohio.
102-4	Location of operations	Welltower operates in three countries: the United States, Canada and the United Kingdom.
102-5	Ownership and legal form	Welltower (NYSE:WELL) is a publicly-traded company incorporated in Delaware, United States.
102-6	Markets served	Additional information about our markets can be found within our <a href="#">2017 Annual Report and Form 10-K</a> .
102-7	Scale of the organization	Additional information about our organization can be found within our <a href="#">2017 Annual Report and Form 10-K</a> . For total number of employees, see 102-8 of the General Disclosures.
102-8	Information on employees and other workers	As of December 31, 2017, we employed 422 full time employees and 6 part-time employees. Additional information on the structure of our workforce can be found within the Social Disclosures section of this report.
102-9	Supply chain	Our supply chain reflects the diverse nature of our operations and is grouped along the following categories: corporate operations, capital markets, investments/asset management and real estate services. Key procurement categories include office supplies, food and beverage, furniture, fixtures and equipment, and corporate professional services. Procurement from the corporate operations, capital markets and investments and asset management groups largely consists of office supplies, food and beverage for corporate offices and professional services. The real estate services group procurement is focused on securing goods and services to support the operation of our medical office buildings and is quite diverse. Where possible, we seek to green our supply chain and we encourage our vendors to adopt sustainable practices.

# General Disclosures

102-10	Significant changes to the organization and its supply chain	No significant changes.
102-11	Precautionary Principle or Approach	Welltower recently set long term energy, emissions and water reduction goals focused on reducing our negative environmental impact. Additionally, we strive to own and operate efficient buildings and minimize the impacts from our operations. More information on our approach to environmental topics can be found in the Environmental Disclosures section of this report.
102-12	External initiatives	Welltower supports the UN Sustainable Development Goals and our work contributes to a number of the goals, including good health and well-being, gender equality, sustainable cities and communities and climate action. We are aligned with the WRI Greenhouse Gas protocol and support the CDP climate change program by externally reporting our energy and emissions data to CDP annually.
102-13	Membership of associations	<p>We actively engage with allied industry organizations through memberships and leadership roles on boards and executive committees. Our CEO is a director of CECP, the CEO Force for Good, an organization founded to create a better world through business, and a member of the executive advisory board for Argentum, an association dedicated to supporting companies operating professionally managed, resident centered senior living communities and the older adults and families they serve. Our EVP-Business and Relationship Management is a director of the California Assisted Living Association (CALA), an association that represents the state's residential care facilities for the elderly, and an executive committee officer of the American Seniors Housing Association (ASHA), an organization that represents the interests of the companies involved in the finance, development and operation of the full spectrum of housing and services for seniors. Our SVP-International is a member of the Future Leaders Council of the National Investment Center for Seniors Housing and Care (NIC), an organization that works to enable access and choice by providing data, analytics and connections that bring together investors and providers.</p> <p>In addition to the leadership roles in which our executives serve, we are members of the following organizations:</p> <p><b>AHCA:</b> the nation's largest association of long-term and post-acute care providers, advocating for quality care and services for frail, elderly and disabled Americans</p> <p><b>BOMA:</b> BOMA represents the owners and managers of all commercial property types. Its mission is to advance a vibrant commercial real estate industry through advocacy, influence and knowledge</p> <p><b>Business Renewables Center:</b> a member-based platform that streamlines and accelerates corporate purchasing of off-site, large scale wind and solar energy</p> <p><b>Department of Energy Better Buildings Alliance:</b> Better Buildings brings together public and private sector organizations to work together on operating more energy efficient buildings</p> <p><b>GRESB:</b> an investor driven organization assessing the sustainability performance of real estate sector portfolios and assets</p> <p><b>Urban Land Institute:</b> a nonprofit research and education organization whose mission is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide</p>

# General Disclosures

DISCLOSURE DESCRIPTION		RESPONSE
<b>Strategy</b>		
102-14	Statement from senior decision-maker	Please see CEO letter of pages 2-3 of this report.
102-15	Key impacts, risks, and opportunities	We provide details on economic, social and environmental risks and opportunities in our <a href="#">Annual Report and 10-K filings</a> , CDP responses and throughout this report.
<b>Ethics and Integrity</b>		
102-16	Values, principles, standards, and norms of behavior	<p>At Welltower, we believe that a dedicated commitment to ethical behavior is the right thing to do, is good business and is the surest way for us to remain a business leader, an employer of choice and a good corporate citizen. Part of everyone’s job at Welltower is to do the right thing. Our reputation is based on the integrity of each of our directors, officers, employees and those with whom we do business. For us, doing the right thing goes beyond compliance. We must work according to our ethical principles and endeavor to conduct ourselves in a manner beyond reproach.</p> <p>Our <a href="#">Code of Business Conduct and Ethics</a> provides an overview of the principles, standards and norms of behavior expected of Welltower directors, officers and employees. We distribute the Code to our employees, provide additional policies and procedures supplementing the Code, and conduct annual refresher training to ensure employees are aware of the Code and the behavior expected of them.</p>
102-17	Mechanisms for advice and concerns about ethics	Our <a href="#">Code of Business Conduct and Ethics</a> details the mechanisms available to report concerns about unethical behavior, and other violations of the Code. We believe part of everyone’s job at Welltower is “to do the right thing” and we will not take action against someone who reports or otherwise tries to stop suspected wrongdoing.
<b>Governance</b>		
102-18	Governance structure	For information on our governance structure, including the committees, and environmental, social and governance decision making, please visit <a href="http://welltower.com/investors/governance/">http://welltower.com/investors/governance/</a> .
102-19	Delegating authority	Our <a href="#">Corporate Governance Guidelines</a> outline the role of the Board and how responsibilities are delegated to senior executives and other employees.
102-20	Executive-level responsibility for economic, environmental, and social topics	Ultimate responsibility for Welltower’s corporate sustainability programs lies with the SVP-Asset Management, who reports directly to the CEO and meets with the Board of Directors on a regular basis. The SVP-Asset Management is kept up-to-date on sustainability topics through regular meetings with the sustainability manager.

# General Disclosures

102-21	Consulting stakeholders on economic, environmental, and social topics	Shareholders and other stakeholders can communicate directly with the Board of Directors in writing, or through the <a href="#">Governance Hotline</a> . All comments are reviewed and addressed if necessary.
102-22	Composition of the highest governance body and its committees	For more information on our Board of Directors, including composition, independence, tenure, committee appointments, other commitments, diversity and background please see our <a href="#">2018 Proxy Statement</a> .
102-23	Chair of the highest governance body	The Chair of the Board of Directors is not an executive officer. In 2014, we separated the roles of Chairman and CEO, which we believe best positions the CEO to focus his time and energy on operating and managing the company while increasing the Board of Directors' independent oversight.
102-24	Nominating and selecting the highest governance body	For more information on the nomination and selection process for our Board of Directors, please see the <a href="#">Nominating/Governance Committee Charter</a> .
102-25	Conflicts of interest	Our <a href="#">Code of Business Conduct and Ethics</a> details our conflicts of interest policy and the Board's role in ensuring conflicts of interest are avoided.
102-26	Role of highest governance body in setting purpose, values, and strategy	Our <a href="#">Corporate Governance Guidelines</a> provide information on the roles of the Board of Directors and senior executives regarding the strategic direction of the organization.
102-27	Collective knowledge of highest governance body	Our <a href="#">Corporate Governance Guidelines</a> and <a href="#">Committee Charters</a> provide information on how the Board is kept up to date with Welltower's economic, social and governance performance.
102-28	Evaluating the highest governance body's performance	Our <a href="#">Corporate Governance Guidelines</a> and <a href="#">Nominating/Corporate Governance Committee Charter</a> provide information on the process for evaluating the Board of Directors composition and performance.
102-29	Identifying and managing economic, environmental, and social impacts	Our <a href="#">Corporate Governance Guidelines</a> and <a href="#">2018 Proxy Statement</a> provide information on risk management at Welltower, including the role of the Board of Directors in the enterprise risk management process.
102-30	Effectiveness of risk management processes	Our <a href="#">Corporate Governance Guidelines</a> and <a href="#">2018 Proxy Statement</a> provide information on risk management at Welltower, including the role of the Board of Directors in reviewing the effectiveness of the enterprise risk management process.
102-31	Review of economic, environmental, and social topics	Our <a href="#">Corporate Governance Guidelines</a> and <a href="#">2018 Proxy Statement</a> provide information on how the results of the enterprise risk management process are communicated to the Board.
102-32	Highest governance body's role in sustainability reporting	The annual Corporate Social Responsibility report is reviewed and approved by Internal Audit, Legal and Welltower's Disclosure Committee.

# General Disclosures

102-33	Communicating critical concerns	Our <a href="#">Corporate Governance Guidelines</a> provide information on how shareholders and other interested parties may communicate with the Board. Additionally, we have established a <a href="#">Governance Hotline</a> that allows anyone who has a concern relating to Welltower Inc. to communicate that concern to the Audit Committee.
102-34	Nature and total number of critical concerns	We have established a <a href="#">Governance Hotline</a> that allows anyone who has a concern regarding questionable accounting, internal accounting controls or auditing matters relating to Welltower Inc. to communicate that concern to the Audit Committee. In 2017, no correspondence was received through the hotline.
102-35	Remuneration policies	A detailed discussion of remuneration policies for the Board of Directors and Welltower senior executives can be found within the <a href="#">2018 Proxy Statement</a> , pages 9-10 and 29-68.
102-36	Process for determining remuneration	A detailed discussion of remuneration policies, including the process for determining remuneration, can be found within the <a href="#">2018 Proxy Statement</a> , pages 29-68.
102-37	Stakeholders' involvement in remuneration	At the 2017 Annual Meeting, approximately 96% of shareholder votes were cast in favor of the compensation of the named executive officers (also commonly referred to as "Say-on-Pay"). The Compensation Committee and management continue to engage with shareholders as part of their continuing efforts to refine and enhance the executive compensation program. For more information on shareholder outreach initiatives, see page 33 of the <a href="#">2018 Proxy Statement</a> .
102-38	Annual total compensation ratio	A detailed discussion of pay ratio is can be found within the <a href="#">2018 Proxy Statement</a> , page 67.

## Stakeholder Engagement

102-40	List of stakeholder groups	We undertake continuous engagement with a wide range of internal and external stakeholders, including our employees, Board of Directors, tenants, operating partners, industry peers, investors, government agencies, credit rating agencies, investor service groups, sustainability ranking organizations, community partners and non-governmental organizations.
102-41	Collective bargaining agreements	Welltower is not a party to collective bargaining agreements.
102-42	Identifying and selecting stakeholders	We engage with a wide range of stakeholders, through formal and informal mechanisms, in order to obtain a holistic overview of our material aspects. Each of the stakeholders we engage may have influence over our long-term successes or a vested interest in the work we do.

# General Disclosures

102-43	Approach to stakeholder engagement	We have a comprehensive stakeholder engagement management procedure which helps us track and plan stakeholder engagement through a number of channels. These include: our employee outreach channels; our Welltower Collaborative, which connects our seniors housing operating partners with one another and with our management team; making use of regulatory filings, informal face-to-face discussions, company reporting and feedback mechanisms and formal meetings with the investment community to proactively engage with stakeholders; developing partnerships with non profit health systems and NGOs; tenant and operator engagement surveys; and our work with our community partners.
102-44	Key topics and concerns raised	See 102-47 of the General Disclosures.
<b>Reporting Practices</b>		
102-45	Entities included in the consolidated financial statements	Our Form 10-K includes financial data for the company's operations unless otherwise noted, and can be accessed <a href="#">here</a> .
102-46	Defining report content and topic boundaries	In 2017, we undertook a comprehensive review of our material topics to ensure continued alignment with the expectations of our stakeholders, the demands of our business and enhanced sustainability reporting. We identified a wider range of material topics in comparison to previous years, a move which reflects the inclusivity of our stakeholder engagement process and our desire to report in a transparent manner. To ensure the completeness of our materiality procedure, we reached out to a wide variety of internal and external stakeholders to gather a broad oversight of sustainability topics relevant to Welltower and our industry. We leveraged our in-house sustainability expertise, consulted with our technical staff, senior management, employees and external consultants, and undertook desk-based assessments of industry trends, reporting mechanisms and peers in the REIT industry. We integrated observations from internal engagements with the views of our external stakeholders through a series of formal and informal mechanisms, including collecting feedback from tenants and from our operating partners through regular meetings and interactions, periodic surveys, and our Welltower Collaborative, which is an exclusive forum that brings our operating partners together on an annual basis to share best practices and present new ideas and technologies. The output of this process was a broad list of topics relevant to the economic, environmental and social impacts of our business. We undertook a prioritization process, drawing on expertise in-house and external expertise to define a list of material topics.
102-47	List of material topics	As an outcome of our stakeholder engagement and materiality process, we determined the following material topics to provide disclosures for in this report:  <b>ECONOMIC:</b> direct economic performance, indirect economic performance, financial implications of risks associated with climate change, anti-corruption <b>ENVIRONMENTAL:</b> energy consumption, water consumption, GHG emissions, waste sent to landfill and waste diversion rates, green building certifications, tenant sustainability engagement, environmental supply chain <b>SOCIAL:</b> employee training & development, diversity & equal opportunity, employee health, safety and wellness, philanthropic partnerships

# General Disclosures

102-48	Restatements of information	There are no restatements of information from previous reports.
102-49	Changes in reporting	There are no significant changes in scope and aspect boundaries from previous reports.
102-50	Reporting period	January 1st 2017 - December 31st 2017.
102-51	Date of most recent report	In August 2017, we published our GRI G4 (core) aligned report covering the 2016 calendar year.
102-52	Reporting cycle	Annual.
102-53	Contact point for questions regarding the report	Questions and comments should be sent to <a href="mailto:info@welltower.com">info@welltower.com</a> .
102-54	Claims of reporting in accordance with the GRI Standards	This report has been prepared in accordance with the GRI Standards: Core option.

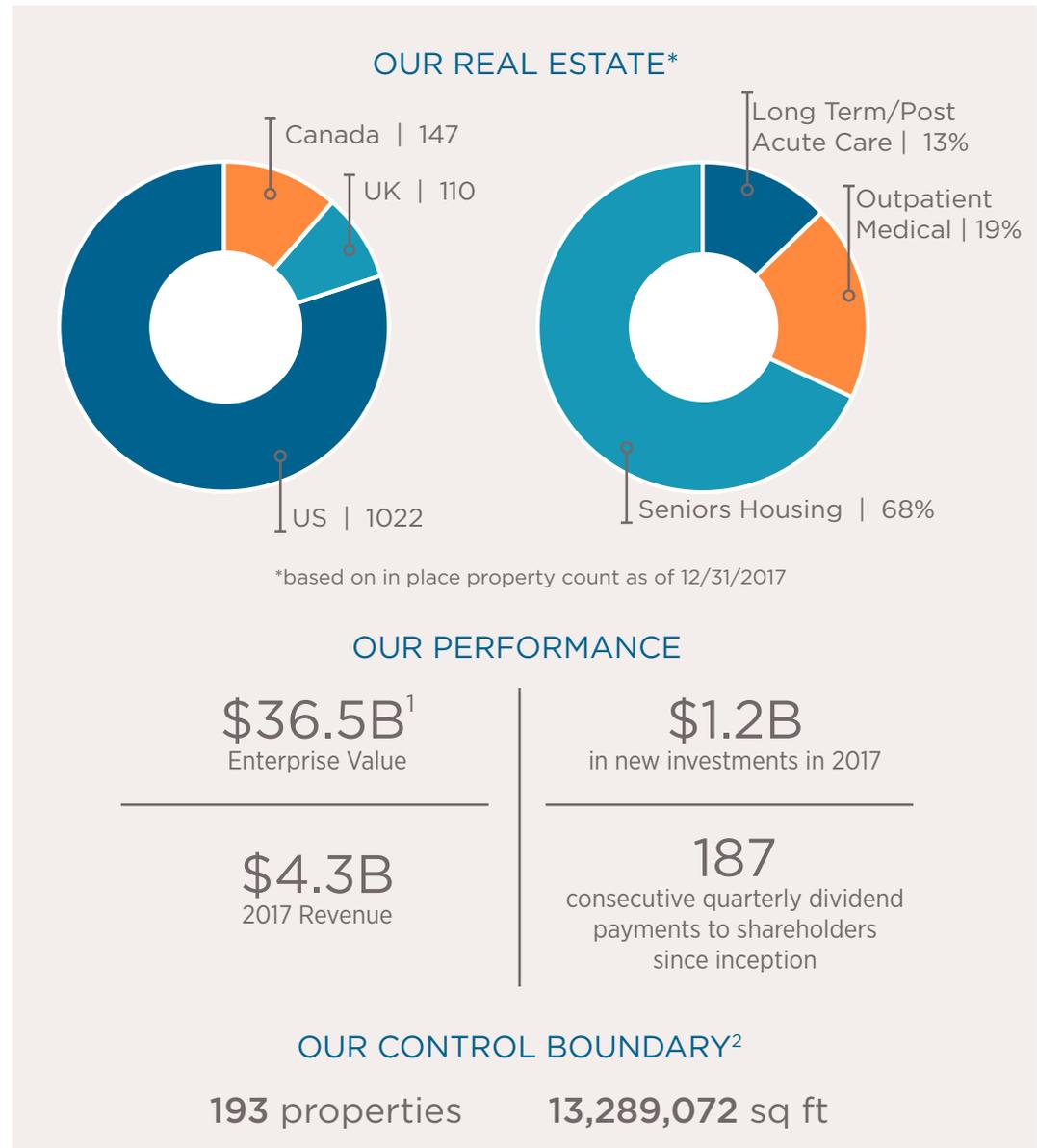
Economic

# Economic

## Direct and Indirect Economic Performance 103-1 | 103-2 | 103-3 | 201-1 | 201-2 | 203-2

Like many organizations, protecting stockholder capital and enhancing stockholder value are our primary objectives and drive all other decisions. Our long term success and viability allow us to execute our sustainability and social responsibility strategy. By providing the capital for cost-effective, consumer-focused seniors housing facilities, medical office buildings and post-acute care centers, we are developing the necessary infrastructure to serve an aging population. Together with our partners, we are creating more efficient residential and care networks that can treat a greater number of people at a lower cost, deliver better outcomes and operate more sustainably.

We have significant direct and indirect economic impacts on our stakeholders. Our direct impacts include wages and benefits paid to employees, dividends paid to shareholders and payments made to suppliers and vendors, among others. Our greatest indirect impact is providing the real estate needed to help people live well and age well. Our properties support healthcare professionals, provide best-in-class settings for seniors to reside in and for post-acute care patients to recover in. The property taxes we pay support our local communities and allow them to grow and thrive. Our charitable giving allows us to share our successes with the communities in which we operate. For information on our economic performance, management approach and its evaluation, please see our [2017 Annual Report and Form 10-K](#) and our [2018 Proxy Statement](#).



<sup>1</sup> Source: Bloomberg as of 12/29/2017

<sup>2</sup> Our control boundary refers to our medical office building portfolio where we retain operational control of the facility

# Economic

Direct and Indirect Economic Performance 103-1 | 103-2 | 103-3 | 201-1 | 201-2 | 203-2

## INDIRECT ECONOMIC IMPACT BY THE NUMBERS



16,000,000  
Outpatient Medical visits



~198,000  
residents in seniors housing  
communities



\$124,819,091  
in property taxes paid



58,282  
health care professionals  
supported



67%  
of senior managers hired  
from the local community  
(refers to VP and above)

## CLIMATE CHANGE AND OUR BUSINESS

The biggest risk posed by climate change is regulatory. Local and state governments in the areas in which we operate are beginning to implement various climate and energy related ordinances with which we must comply. Examples of these ordinances include mandatory energy benchmarking in California, minimum energy performance requirements in the UK and carbon tax schemes in Canada. We must remain abreast of emerging regulations and be prepared to comply as needed. We have mechanisms in place to ensure we are complying with existing regulations and that we are aware of emerging regulations that might affect us.

The biggest opportunity presented by climate change is changing consumer preference. We expect there to be a demand for energy efficient and sustainable seniors housing and outpatient medical properties in the future. By owning and operating efficient properties, upgrading to the latest technologies, and pursuing green building certifications for eligible properties, we hope to position ourselves to take advantage of this trend.

# Economic

## Anti-Corruption 103-1 | 103-2 | 103-3 | 205-2

Our reputation is based on the personal integrity of each of our directors, officers and employees, and those with whom we do business. A dedicated commitment to ethical behavior is the right thing to do, is good business, and is the surest way for us to remain a business leader, an employer of choice and a good corporate citizen.

We require each of our directors, officers and employees to act with integrity, ethically and in compliance with all applicable laws, regulations and policies. We have processes in place to ensure directors, officers and employees understand the conduct expected of them and provide mechanisms for employees to report suspected non-compliance.

**Policies and Procedures:** We recently updated our Code of Business Conduct and Anti-Corruption Policy. These documents detail the responsible business conduct we expect from our employees and those doing business on behalf of Welltower. They also provide information on what resources employees have if they have questions or concerns. We distribute the Anti-Corruption Policy upon hire and annually in our employee handbook and intranet. Our General Counsel provides oversight for the Code of Business Conduct and Anti-Corruption Policy. These documents are reviewed annually and updated as necessary.

**Training:** We provide online anti-corruption training to our employees. We also provide instructor led, in person training to our investment teams on a periodic basis. This training helps to ensure that our employees are aware of our policies and any changes, understand anti-corruption laws and regulations and understand the behavior expected of them when conducting

business. This training provides employees additional resources and information on what is considered unethical behavior and how they should respond when confronted with questionable situations.

**Risk Assessment:** We assess risks related to compliance with anti-corruption laws for the jurisdictions in which we operate in as part of our enterprise risk management program. Our risk assessment process informs the development of our policies and the training we deliver to our employees around anti-corruption and business ethics.



**100%**  
of employees received  
refresher training on  
insider trading and  
anti-corruption in 2017

# Environment

# Environment

## Energy 103-1 | 103-2 | 103-3 | 302-1 | 302-3 | 302-4

We believe environmental sustainability is an important part of our commitment to helping people live well and age well. Operating efficiently, reducing our energy consumption and reducing our energy use intensity enables us to control utility costs, maximize the life of our equipment, mitigate the impact of emerging energy and climate-related regulations and minimize our environmental impact.

Our energy management strategy consists of a multi-pronged approach that utilizes procurement, benchmarking, engagement and continuous improvement to drive performance and help us meet our goals. Our strategy and associated initiatives extend to the properties under our control boundary where we have operational control. While we do not have operational control of the properties outside our control boundary or of our tenant spaces, we work to influence and partner with our tenants and operating partners to reduce their impacts as well. Key performance indicators include: energy costs, energy consumption, energy use intensity and progress made toward achieving our energy reduction goal.

**Procurement:** Our energy management strategy starts with procurement. By treating energy as a controllable expense, we are able to manage our usage in a way that reduces our costs, allowing us to pass our reduced rates along to our tenants.

**Benchmarking:** We benchmark 100% of our control boundary in EPA Energy Star Portfolio Manager. Benchmarking provides insight into energy consumption trends at individual properties and helps us identify properties that present opportunities for improvement. Benchmarking also enables us to track the cost

and energy savings from energy efficiency projects and to recognize high performing properties.

**Engagement:** We engage our employees, tenants and operating partners to participate in our sustainability efforts. Our outreach campaigns focus on empowering others with the information they need to reduce their environmental footprint, which helps us achieve our goals.

**Continuous Improvement:** We strive to continuously improve the efficiency of our properties and to increase our portfolio average Energy Star score. Through a combination of sustainability audits, operational changes and capital measures, our properties are becoming more efficient and using less energy, while providing more to our tenants. We implement proven energy savings strategies, such as lighting upgrades, across our control boundary and we are also piloting innovative technologies, such as battery storage, to help inform our next generation energy efficiency strategy.

**Goals and Reporting:** We track and report our progress internally and externally. When outliers are identified, we work together to understand what is causing the outlier and how to remedy it. We report annually to CDP and we include energy usage data in our annual corporate social responsibility report. We have set internal reduction goals and are evaluating a public long-term energy reduction goal as well.

# Environment

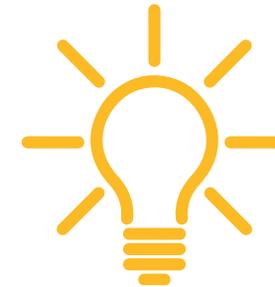
Energy 103-1 | 103-2 | 103-3 | 302-1 | 302-3 | 302-4

## SCOPE 1, 2 and 3 ENERGY CONSUMPTION\*

Scope 1	2015	2016	2017
Natural Gas (therms)	1,274,466	1,359,670	1,416,664
Propane (therms)	44.2	21,160	25,864
<b>Scope 2</b>			
Electricity (MWh)	313,000	320,327	333,551
<b>Energy Use Intensity**</b>			
kWh/sq ft	21.49	22.82	24.35

\*The data reflect energy consumption from properties within our control boundary. We seek to increase our data coverage and hope to report consumption for properties outside of our control boundary in the future. The increase in usage is due to an expanded footprint within our control boundary. For 2017, we reported usage for 14 properties that were not in the portfolio or were not included in our 2016 reporting. Energy usage for properties that were in the portfolio in both 2016 and 2017 is down slightly, by 0.4%.

\*\*Increase in energy use intensity due to change in calculation methodology. Prior to 2017, tenant data were not included in the calculation. In 2017, tenant data are including, leading to an increase in energy use intensity.



**26,463,124 kWh**  
of renewable electricity consumed  
Enough to power 2,127 homes for one year

## LOOKING BEYOND LIGHTING FOR INCREASED ENERGY EFFICIENCY

Lighting and HVAC are often the two largest sources of energy usage in buildings. As we complete our LED upgrade campaign, we have begun to explore innovative HVAC solutions that will allow us to save energy, reduce costs and extend the life of our equipment. We recently piloted a smart variable frequency drive solution at a set of seniors housing properties in California. This solution combines fan speed controls, sensors and building intelligence to adjust HVAC settings in a way that optimizes energy use and protects the equipment. Sites in the pilot have seen a 30% or greater reduction in their HVAC energy usage. Based on the initial results, we are evaluating additional sites that may be good candidates for this technology.

# Environment

## Water 103-1 | 103-2 | 103-3 | 303-1

Using water in a responsible manner is important for the continued health of our operations, the communities in which we operate and the planet. While the amount of freshwater on Earth is finite, the demand for water continues to increase with a growing population. This has led to increases in water and sewer costs and to the adoption of restrictions on urban water use by some states and local governments. By managing our water consumption responsibly, we are prepared to face rising costs, increasing regulations and we are doing our part to conserve a precious resource.

Our strategy for managing our water use is through a combination of measuring usage, monitoring for trends, and upgrading to low flow and high efficiency fixtures and equipment where possible. Our water management strategy and initiatives extend to our control boundary where we have operation control. While we do not control the water consumption of properties outside of our control boundary or in our tenant spaces, we work to influence and partner with our tenants and operating partners to reduce their water consumption as well. Key performance indicators include: water and sewer costs, water use, water use intensity and progress made toward achieving our water use reduction goal.

**Measuring:** We benchmark our water consumption using EPA Energy Star Portfolio Manager. This allows us to have a full picture of our usage and to identify trends at individual properties. We are also able to measure cost and consumption savings realized from water efficiency upgrades and can recognize properties that have reduced their water consumption. Benchmarking and analyzing our data also allows us to identify suspected leaks and correct conditions that are

leading to excess water consumption.

**Water Efficiency Upgrades:** Domestic water and irrigation account for the majority of the water use across our control boundary. Where possible, we upgrade to low flow faucets and high efficiency toilets. We also use automatic faucets to prevent water waste from fixtures being left on unnecessarily. We implement smart irrigation technologies at sites where we are responsible for irrigation. We also encourage the use of native and adaptive landscaping techniques to minimize the need for irrigation.

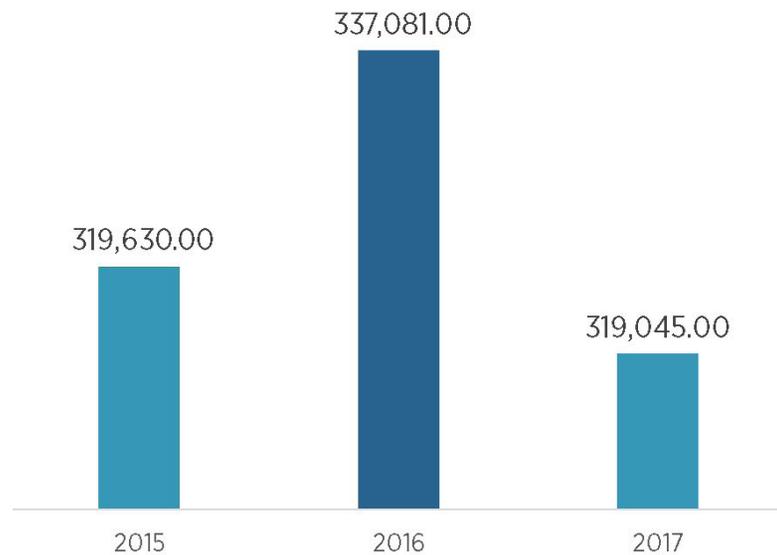
**Cooling Tower Management:** By implementing cooling tower controls, maximizing concentration cycles and conducting monthly inspections, we are efficiently using water in our cooling towers. In addition to saving water, these actions help to reduce our costs and extend the life of our equipment.

# Environment

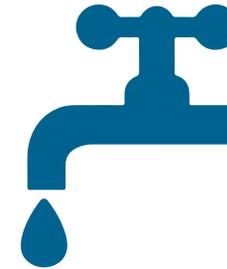
Water 103-1 | 103-2 | 103-3 | 303-1

## MUNICIPAL WATER CONSUMPTION

(kGal)\*



\*The data reflect water consumption for properties within our control boundary. We seek to increase our data coverage and hope to report on water usage outside our control boundary in the future.



## WATER USE INTENSITY (gal/sq ft)

Year	2015	2016	2017
Intensity (gal/sq ft)	25.0	26.4	24.0

## WATER EFFICIENCY IN ACTION

Small water leaks can add up to large expenses. Leaks can be a large contributor to water inefficiency and waste, and often go unnoticed for a long time. We noticed a medical office building in our portfolio was experiencing increased water usage and utility costs even though conditions at the property had not changed, and we suspected leaks were the cause. To address the increased usage and prevent future leaks, we partnered with a vendor that provides monitoring and detection software for leaks, and alerts property managers to leaks in real-time. By installing this system, the property has already seen a 19% reduction in water usage. Through the implementation of this and other water saving technology across our portfolio, we are reducing our water footprint and controlling our water costs.

# Environment

## Emissions [103-1](#) | [103-2](#) | [103-3](#) | [305-1](#) | [305-2](#) | [305-3](#) | [305-4](#) | [305-5](#)

Helping people age well and live well depends on a healthy planet. Climate change has been projected to impact human health through increased global temperatures, increased range of vector borne diseases and disruption of food security. By reducing our greenhouse gas emissions, we are doing our part to fight climate change and preserve the health of our planet and its inhabitants.

Our approach to managing our greenhouse gas emissions is based on transparency, reduction and partnerships. We publicly report our greenhouse gas emissions to CDP and in our annual corporate social responsibility report. We also work to reduce our emissions by increasing our energy efficiency, reducing our energy intensity and purchasing green power. We seek to develop on-site renewable energy resources where viable and financially feasible. We also strive to provide alternative transportation infrastructure, allowing our employees and others at our properties to avoid using cars and to reduce their transportation related emissions. We understand that reducing emissions and mitigating the effects of climate change is a collaborative effort. We participate in local and national forums where we can share best practices and lessons learned with others looking to reduce their emissions as well. Key performance indicators include: our CDP score, metric tons of greenhouse gases emitted as a result of our operations and progress made toward achieving our greenhouse gas reduction goals.

**1 MW**  
of solar installed across  
control boundary

**27**  
properties with bike racks

**8**  
properties have EV  
stations installed

GHG EMISSIONS BREAKDOWN (MTCO2e)			
	2015	2016	2017
<b>Scope 1</b>			
	6,930	7,690	7,683
<b>Scope 2</b>			
Location Based	169,085	166,353	171,805
Market Based	162,274	158,798	155,550
<b>Scope 3</b>			
Employee Commuting	n/a	1,395	945
Business Travel	1,471	1,460	1,352
Waste	16,268	10,763	12,493

GHG EMISSIONS INTENSITY (MTCO2e/1000 sq ft)*		
2015	2016	2017
13.96	14.07	12.52

\*GHG emissions intensity is calculated using Scope 1 and Scope 2 emissions for properties within our control boundary.



# Environment

## Waste and Recycling 103-1 | 103-2 | 103-3 | 306-2

Landfilled waste contributes to greenhouse emissions, impacts the environment and wastes resources. Reducing the amount of waste sent to landfill from our operations allows us to do our part to reduce emissions and to protect our planet.

We manage our waste by focusing on education and outreach and by providing opportunities for our employees, tenants and visitors to recycle. We have implemented recycling programs at a majority of the properties in our control boundary and work to engage everyone to do their part and reduce the amount of waste they send to landfill. At our corporate headquarters we are focused on reducing food waste. Key performance indicators include: waste diversion rate and the amount of electronic waste that has been recycled.

**Recycling:** We offer recycling services at our properties where recycling is available, and encourage employees, tenants and visitors to recycle. We prominently display recycling containers with signs to increase their visibility and use. Recycling reduces the use of raw materials, places less stress on landfills and provides jobs for the local community.

**Electronic Waste Recycling:** We hold electronic waste recycling events for our employees and tenants throughout the year. Recycling electronic waste allows valuable materials in electronics to be recovered, which reduces the use of raw materials, and keeps hazardous materials out of landfills.

**Light Bulb Recycling:** We recycle light bulbs when they are replaced. By recycling light bulbs, we conserve resources and help to keep mercury out of our landfills.

**Food Waste:** We have a proactive program in place to reduce food waste at our corporate headquarters. Our kitchen staff works to minimize food waste in food preparation by efficiently using raw ingredients, composting leftovers, and recycling grease. By reducing our food waste, we help to reduce landfill emissions, conserve energy and resources and save money.

# Environment

Waste and Recycling 103-1 | 103-2 | 103-3 | 306-2

WASTE PRODUCTION AND DIVERSION*			
	2015	2016	2017
Composted	8 tons	23 tons	97 tons
Recycled	4,889 tons	5,102 tons	7,362 tons
Sent to landfill	33,687 tons	31,007 tons	35,991 tons

\*The data reflect waste weights and destinations for properties within our control boundary. We encourage our operating partners to reduce the waste they generate and to recycle.



By recycling, we have avoided  
**20,966 tons**  
 of greenhouse gas emissions  
 Equivalent to taking 4,490 cars  
 off the road for one year



## E-WASTE RECYCLING

**9923 lbs**  
of e-waste

**1502**  
light bulbs

**222 lbs**  
of batteries



**1,340 pounds**  
of recycled kitchen grease

# Environment

## Green Building 103-1 | 103-2 | 103-3

Buildings consume nearly half of all the energy produced in the United States and are responsible for almost 45% of greenhouse gas emissions in the United States annually<sup>1</sup>. To mitigate climate change and reduce our impacts, it is important to develop, own and operate more efficient and sustainable properties.

We strive to own and operate high performing, efficient and green buildings that provide a healthful environment for occupants and that minimize environmental impacts. We seek to certify eligible properties under different green building certifications inside and outside our control boundary. Key performance indicators include: the number of certified buildings across our portfolio and the number of new developments which are pursuing green building certifications.

**Building Certifications:** We have developed an in-house building certification program for our medical office portfolio, Green Arrow Building Certification. The Green Arrow Building Certification program assesses properties based on energy efficiency, water efficiency, waste management, indoor air quality and sustainability. After going through the assessment, properties that meet or exceed performance thresholds are recognized in one of three levels: achiever, performer or leader. In addition to our Green Arrow Building Certification, we also pursue third-party green building certifications, such as LEED, Energy Star, BREEAM, and IREM Certified Sustainable Property, for eligible properties.

**Property Management and Operations:** To ensure our properties are operating efficiently and providing an environment that promotes health and wellness, we monitor indoor air quality and encourage the use of green cleaning and integrated pest management services. Across our medical office portfolio, our property management teams routinely conduct sustainability audits to identify additional opportunities to improve the sustainability and wellness of our properties.

## OUR BUILDING CERTIFICATIONS



63 **welltower**  
GREEN ARROW

Sunrise East 56th, our signature development in Manhattan, New York, will be LEED and WELL certified.



113  
properties have green  
cleaning and integrated  
pest management  
procedures in place

111  
property sustainability  
audits conducted  
since 2016

<sup>1</sup> [http://architecture2030.org/buildings\\_problem\\_why/](http://architecture2030.org/buildings_problem_why/)

# Environment

## Reducing Collective Impacts 103-1 | 103-2 | 103-3

Minimizing the impact from our properties requires us to look beyond our area of direct control and to collaborate with our tenants and operating partners for a more sustainable future. We work with our tenants and operating partners to share best practices and pursue mutually beneficial opportunities to reduce our impacts and increase the efficiency and wellness of our spaces.

Through our strong relationships, we have successfully been able to work with our tenants and operating partners to improve energy and water efficiency outside of our control boundary. By leveraging programs and initiatives that allow us to align the benefits of sustainability measures with the needs of the stakeholders involved, we are working together to accomplish more than any of us could accomplish alone. Key performance indicators include: tenant data coverage, the number of green leases executed and the number of green tenant improvement projects completed.

**Data sharing:** Data sharing is the first step in reducing our collective impacts. By having insight into the energy and water consumption of properties outside of our control boundary, we can more completely report our impacts, and we can identify properties that are good candidates for efficiency projects. We are striving to increase the amount and the quality of the tenant data we collect, and we hope to include this information in future reports.

**Engagement:** We engage our tenants and operating partners around sustainability topics throughout the year using a variety of forums. Our Welltower Collaborative brings our operating partners together to share best practices, build networks and plan for the future. We hold tenant engagement events throughout the year around a variety of topics including energy efficiency, waste reduction and water conservation.

**Green Leases:** We transitioned our standard lease to a green lease by incorporating language around utility data sharing, benchmarking and energy efficiency. Green leases allow us to work together with our tenants to reduce utility costs and increase building efficiency.

**Green Tenant Improvement:** We have implemented green tenant improvement guidelines. These guidelines are based on the LEED Commercial Interiors standard and incorporate best practices around materials selection, waste recycling, lighting and water efficiency into our tenant improvement process.

## WORKING TOGETHER FOR SUSTAINABILITY

153  
properties  
held tenant events focused  
on sustainability

51,673 sq ft  
of green tenant  
improvements completed

196,395 sq ft  
of green leases executed

Over 200  
properties have upgraded  
to LED lighting  
= over 30,000,000 kWh  
energy use reduction  
since 2014

Over 1,500  
toilets and showerheads  
upgraded to low flow  
models = over 3 million  
gallon of water savings  
since 2015

# Environment

## Environmental Supply Chain 103-1 | 103-2 | 103-3

Our commitment to sustainability compels us to look beyond our portfolio and towards our supply chain. To further reduce our impacts, we consider environmental factors in our direct purchasing decisions, and we encourage our operating partners to do so as well.

Our efforts to green our supply chain are focused in our corporate operations and real estate services purchasing categories. Here, we are able to work with our vendors to identify and source environmentally preferred products. Our largest areas of opportunity to greening our supply chain lie in our food, office supplies and computer equipment purchasing programs. In addition to greening our own supply chain, we have developed partnerships with suppliers that provide environmentally preferred products for our tenants and operating partners to take advantage of as well. Key performance indicators include: volume of environmentally preferred purchasing and the dollars spent on green products.

**Food:** We partner with local farms to purchase organic produce. We also hold farmer's markets for our employees in the summer months, allowing them to purchase local and organic produce as well. By sourcing local produce, we are supporting farms in our community and reducing the carbon footprint of our supply chain. In addition to produce, we work with our vendors to source free range, antibiotic free chicken and sustainably and ethically sourced seafood.

**Energy Star:** We look for the Energy Star label when purchasing electronics, domestic appliances, light bulbs and other eligible items. By purchasing Energy Star labeled equipment, we reduce our energy consumption, avoid greenhouse gas emissions and save money.

**Office Supplies:** When purchasing office supplies, we seek to purchase products that contained recycled content. We also strive to purchase paper products that are either Forest Stewardship Council or Sustainable Forestry Initiative certified. These measures allow us to conserve resources, contribute to a circular economy and to protect our forests.

**Take Back Programs:** We partner with suppliers that offer take back programs for their products. These partnerships allow end-of-life materials to be diverted from landfill and become recycled into new products. By reusing existing materials, less raw materials are needed for the manufacture of new products, and less waste is sent to landfill.

# Environment

Environmental Supply Chain 103-1 | 103-2 | 103-3

## WE PURCHASED



1M  
square yards  
of recyclable flooring

\$74,000  
in green office  
supplies



4,150  
pounds  
of free range  
antibiotic free chicken

4,656  
pounds  
of locally sourced organic produce



620  
pounds  
of sustainably sourced  
seafood



87 Energy Star certified computers,  
laptops and monitors

Social

## Employee Recruitment, Retention and Development

103-1 | 103-2 | 103-3 | 404-1 | 404-2 | 404-3

Talent management is a key priority for Welltower. We are proud of our best-in-class team and are committed to the development and success of our people. Our employees bring a unique combination of skills and experiences to our work and are deeply committed to achieving Welltower's mission and driving shareholder value. We have developed progressive recruitment and development programs to compete for and foster talent in a changing workforce.

Our Human Capital strategy is focused on developing the talent pipeline to run and grow the business-today and in the future. We value and reward high performance and providing opportunities for continued growth and development. Key performance indicators include: the percentage of employees completing the performance management process, the percentage of internal moves and the number of development assignments.

**Performance Management:** Effective performance management is an important factor to create and sustain a high performance culture. Performance management at Welltower is a year long process focused on clear alignment between the company's strategy, departmental and employee goals and day-to-day work. Managers and employees are accountable for having regular conversations about expectations, progress and performance. Employees also receive feedback from their peers. Our process allows us to measure performance, recognize employee achievements and identify areas of development.

**Employee Development:** Identifying and developing future leaders is a key priority. Our performance management process focuses on helping employees identify opportunities to develop

professionally and advance their careers. Employees and their managers work together to identify the plans and resources necessary to support future professional growth.

**Training and Education:** Our culture values continuous learning and improvement. This allows our employees' skills to remain current and to adapt to new responsibilities and emerging business needs. We offer a wide variety of learning opportunities and training for our employees. These include instructor-led programming, web-based self study, tuition assistance, and support to attend conferences and seminars. We encourage employees to work with their managers to identify learning opportunities that will contribute to their career goals and to Welltower's success.

**Employee Benefits:** To be able to attract and retain a talented workforce, we offer competitive benefits to our employees. We have tailored our benefits to be attractive to employees at all stages of their lives. These benefits include healthcare, short and long-term disability coverage, life insurance, extended care giver leave, student loan repayment, an employee stock purchase plan, retirement plan options and others.

# Social

## Employee Recruitment, Retention and Development 103-1 | 103-2 | 103-3 | 404-1 | 404-2 | 404-3

### EMPLOYEE TRAINING BY CATEGORY

Employee Category	Average Number of Training Hours
Non Manager	8.1
Manager/Director	15.9
AVP and Above	7.2

### EMPLOYEE TRAINING BY GENDER

Employee Category	Average Number of Training Hours
Male	10.2
Female	10.4

### DEVELOPMENT PROGRAMS

**Well+Core:** Our women’s network seeks to accelerate the development and advancement of women at Welltower. By creating opportunities, relationships and excellence, we are driving the company’s success both today and in the future.

**Education Assistance:** Our work requires a highly skilled and trained workforce. Our education assistance program allows eligible employees to continue their education, with financial support from the company. By offering education assistance, we are helping our employees to keep their skills current, progress in their careers by gaining new knowledge and expertise, and we are fostering a culture of innovation.

**Rotational Associate Program:** The Rotational Associate Program was developed to attract and retain talent and allows new employees to learn and contribute in multiple areas of the business over a 12 to 18 month time period. During this time, new employees gain exposure to multiple areas of our business, in-depth, hands-on experience, ongoing mentorship, and targeted training so they will better understand the business and contribute at a higher level at a faster rate. The program provides our company with a pipeline of excellent candidates and successfully positions Welltower as an employer of choice for top performing students.

**Manager Development Program:** Effective managers are an essential part of a high performance culture. To ensure our managers have the skills they need to effectively lead and develop their teams, we provide training throughout the year on topics including leadership, team-building and effective management. Managers who have attended these sessions report feeling better prepared to engage their teams and to manage team performance.

**Internship Program:** Our internship program provides work experience to students and serves as a pipeline to attract diverse talent. Welltower interns gain skills and explore potential career paths in a collaborative and productive 12 week experience. Over the past three years, 83% of Welltower interns who received full-time offers return to the company for employment after graduation.



100%  
of employees completed the annual performance review process



\$51,885  
in tuition reimbursement



9  
summer interns hosted



44  
managers participated in our manager development program

# Social

## Workforce Diversity and Equal Opportunity 103-1 | 103-2 | 103-3 | 401-1 | 405-1 | 405-2

Recognizing that diversity and inclusion are vital differentiators for leading organizations, we have goals to continue to increase diversity in our workforce. We are proud to have achieved our goal of a gender balanced workforce and are actively working towards goals to increase diversity in new hires and to increase the percentage of women represented in revenue generating roles. We have a number of strategies in place to recruit and retain a more diverse workforce.

**Recruitment:** We recently reviewed our recruiting material for unconscious bias and updated the language to become more inclusive and attract a more diverse talent pool. We also partner with diversity groups and women’s organizations at universities where actively recruit. In the future, we are looking to expand our university recruitment to include a historically black college/ university and strive to ensure interview slates consist of diverse candidates.

**Partnerships:** We work with national organizations and our partners to discuss issues develop solutions related to workforce development and diversity. These partnerships aim to identify barriers and opportunities to increase the quality and diversity of our workforces by sharing best practices and developing new ideas.

**Rotational Associate Program:** We continue to increase the diversity of our Rotational Associate Program by meeting with diversity groups and women’s organizations at the universities in which we recruit. The Rotational Associate Program is way we are developing future leaders for Welltower and for our industry.

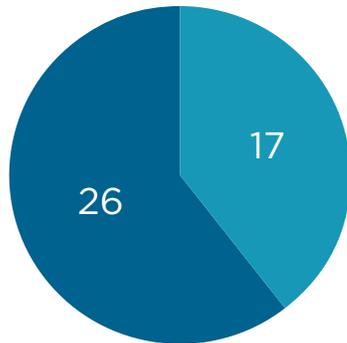
**Total Compensation:** We annually evaluate and benchmark the consistency and competitiveness of our compensation programs to ensure fair pay practices that reward performance.

**Training:** We will be providing unconscious bias training for managers and have expanded our existing training to include diversity and inclusion related topics. Additionally, we conduct regular training on civil and respectfy treatment. This training empowers managers to provide more inclusive environments for our workforce.

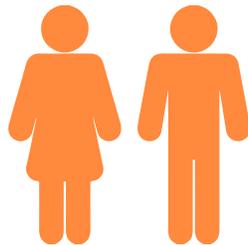
## Workforce Diversity and Equal Opportunity

103-1 | 103-2 | 103-3 | 401-1 | 405-1 | 405-2

### NEW HIRES BY GENDER



■ Female ■ Male



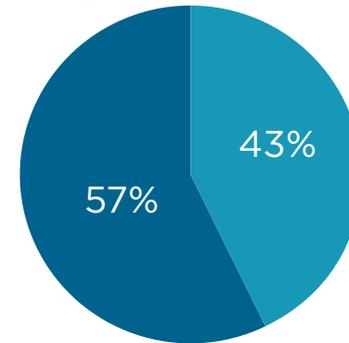
### EMPLOYEES BY GENDER

Male	216
Female	212

### VOLUNTARY EMPLOYEE TURNOVER

2015	2016	2017
8.9%	8.2%	10.7%

### 2017 VOLUNTARY TURNOVER BREAKDOWN



■ Female ■ Male

### EMPLOYEES BY AGE

<30	11%
30-50	58%
>50	31%

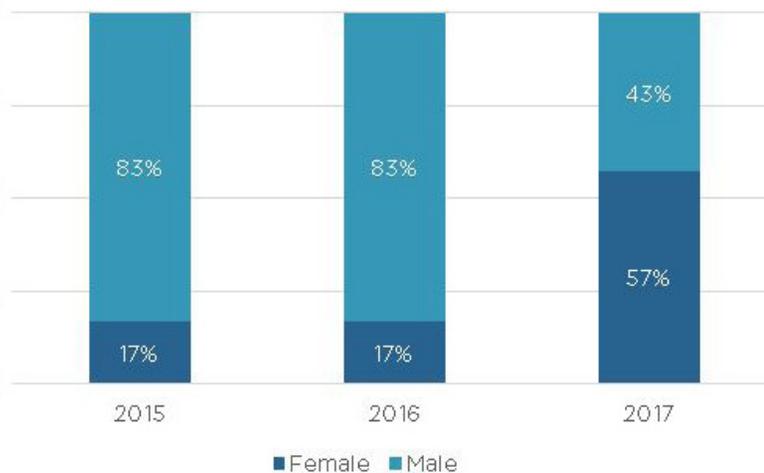
## GENDER BREAKDOWN BY LEVEL

	Female	Male
Non Manager	52%	48%
Manager/Director	56%	44%
AVP/VP	24%	76%
SVP/Executive	25%	75%
Board	20%	80%

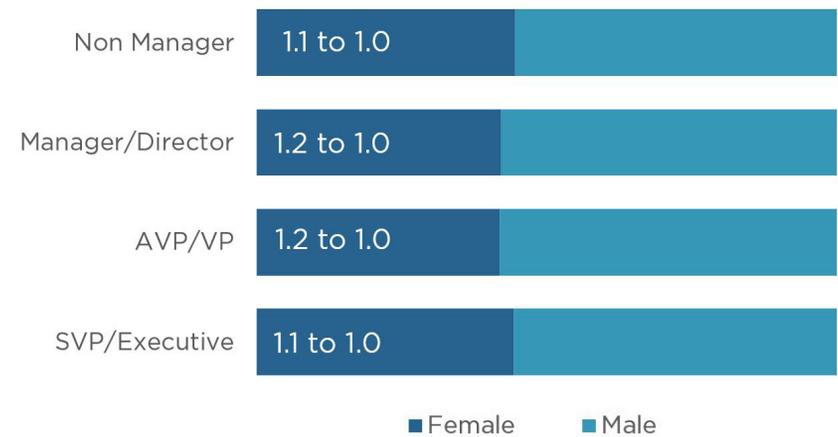
## EMPLOYEE DIVERSITY

Asian	4%
Black or African American	5%
Hispanic/Latino	7%
Other	1%

## GENDER BREAKDOWN OF NEW HIRES IN REVENUE GENERATING ROLES



## COMPENSATION EQUITY



# Social

## Health, Safety and Wellness 103-1 | 103-2 | 103-3 | 404-1 | 404-2 | 404-3

Ensuring a safe environment for our employees, tenants and visitors to our properties is a priority for Welltower. Prioritizing the safety and wellbeing of our people is material to our success. By providing safe work environments, we not only protect our employees, tenants and visitors, we protect our bottom line.

We have a number of programs in place to ensure safe and healthy environments for everyone on our properties. These programs work to connect management, employees and contractors to ensure there is a culture of safety first. We measure our performance by tracking our lost time incident rate, the number of employees that have received safety training and by measuring the progress towards our zero lost time incident rate goal and Well+Being program goals.

**Safety Committee:** We recently formed a safety committee that consists of leaders and employees from different functional departments across the organization. The committee's purpose is to support our safety program and to allow employees to participate in the safety process. This forum empowers employees to take ownership of their safety and the safety of those around them. It also builds trusting relationships between management and employees and can lead to the reduction of injuries, accidents and near misses.

**Safety Training:** Training is a key part of our safety program. By educating our employees on common safety risks and the actions they can take to mitigate those risks, we are



48  
employees received  
safety training

empowering them to put safety first. We provide regular safety training for our employees on a variety of topics relevant to their day-to-day work.

**Safety Inspections:** We conduct comprehensive safety inspections of our properties. These inspections assess various aspects of our operations for potential risks and provide recommendations on how to minimize risks and enhance safety.

**Contractor Safety:** Ensuring a safe environment extends beyond our employees. We also expect contractors performing work at our properties to follow applicable regulations and to work in a safe manner.

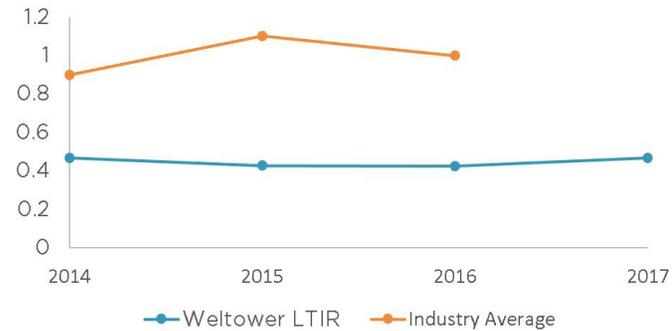
**Lost Time Incident Rate:** We track our lost time incident rate and have a goal of achieving zero lost time incidents. As a result of our emphasis on safety, our lost time incident rate remains below the average rate for our industry.

# Social

## Health, Safety and Wellness 103-1 | 103-2 | 103-3 | 404-1 | 404-2 | 404-3

**Well+Being Program:** Our corporate wellness program, Well+Being aims to equip employees with the knowledge and tools to make healthy and positive lifestyle decisions. The Well+Being program addresses mental and physical health challenges that commonly affect employees, and offers tools such as fitness classes, gym membership reimbursements, healthy meal options, stress relief programs, seminars, and health screenings to address those challenges. Our goal is to achieve over 50% employee engagement in one or more programs, fitness challenges or health screenings leading to a measured increase in positive health outcomes year over year from employee health screenings.

LOST TIME INCIDENT RATE (LTIR) PER 100 EMPLOYEES



Welltower's incident rate continues to remain below the industry average (NAICS code 5313) and we continue to work towards our goal of zero loss time incidents. There have been no work related fatalities of Welltower employees or contractors at Welltower managed properties in the past 4 years. Industry average data for 2017 was not available at time of publication.

### SPOTLIGHT ON WELL+BEING



179

employees participated in wellness challenges



\$99,937

in gym membership reimbursements



163

group fitness classes held



51%

of employees participated in biometric screenings



Over 20M

steps taken by employees during fitness challenges

# Social

## Corporate Citizenship 103-1 | 103-2 | 103-3

Being a good corporate citizen is important to us because our long term success is linked to the success of the communities around us. By engaging in our local communities, we help to build more resilient neighborhoods, strengthen partnerships, enhance our reputation, increase employee engagement, and attract and retain staff.

Corporate citizenship at Welltower involves community engagement, employee volunteering and corporate giving to help strengthen our communities and help those in need. We encourage our employees to give back to their communities, to support charitable causes, and to participate in our United Way Campaign. Our corporate giving strategy aims to support organizations that align with our mission and values, and is focused on health and social services, culture and the arts, and education.

**Welltower Foundation:** We launched the Welltower Foundation in 2016 because we believe that improving society's existing value system regarding the elderly and their care will positively transform the quality of life of an aging population. From the people, resources and organizations who provide planning, services and care for the elderly to influential thought leaders and policy makers, to those directly affected by aging, society simply doesn't know where to turn when suddenly faced with the realities of aging or caring for them. The Welltower Foundation is dedicated to answering this and related challenges.

**Culture and the Arts:** Support for the arts helps to enhance the lives of area residents by revitalizing neighborhoods and building vibrant communities. Access to the arts has been

shown to have many positive social impacts, including increased creativity and innovation, improved academic performance and a strengthened local economy. Viewing art has even been shown to have a positive impact on health and wellbeing. By supporting the arts, we also support our additional key focuses of good health and wellness, education, and resilient communities.

**Education:** A quality education is one of the most important tools for achieving economic success and every child deserves a chance at receiving one. Through our K-12 giving initiatives, we support programs that provide scholarships to students in need, that help students develop financial acumen, and that increase literacy in our communities. By helping to build the foundation that education provides, we are enabling the success of our future leaders.



## GIVING BY THE NUMBERS

Health and Social Services: \$319,750

Culture and the Arts: \$293,250

Disaster Relief: \$87,500

Education: \$57,580

Other: \$42,000

## OUR GIVING AT WORK



**60,000**  
visitors to the Toledo  
Museum of Art's Kehinde  
Wiley exhibit sponsored in  
part by Welltower



Empowered  
**423**  
students with the tools  
needed for financial literacy  
and future economic success



Welltower employees raised  
**over \$1,500**  
for the Salvation Army's Give  
A Gift Campaign, providing  
toys and gifts to 100 local  
children in need



**77%**  
company participation in  
United Way Campaign

# GRI Content Index

# GRI Content Index

DISCLOSURE DESCRIPTION		REFERENCE
<b>Economic</b>		
201-1	Direct economic value generated and distributed	Please see page 15 of this report.
201-2	Financial implications and other risks and opportunities due to climate change	Please see page 16 of this report.
203-2	Significant indirect economic impacts	Please see page 16 of this report.
205-2	Communication and training about anti-corruption policies and procedures	Please see page 17 of this report.
205-3	Confirmed incidents of corruption and actions taken	No incidents of corruption occurred during the reporting year.
<b>Environmental</b>		
302-1	Energy consumption within the organization	Please see page 20 of this report.
302-3	Energy intensity	Please see page 20 of this report.
302-4	Reduction of energy consumption	Please see page 20 of this report.
303-1	Water withdrawal by source	Please see page 41 of this report.
304-2	Significant impacts on biodiversity	Welltower largely develops in already developed areas, minimizing our impact on surrounding biodiversity. Additionally, we conduct biodiversity screens of our portfolio periodically. The most recent screen showed no significant impacts.
305-1	Direct (Scope 1) GHG emissions	Please see page 23 of this report.
305-2	Indirect (Scope 2) GHG emissions	Please see page 23 of this report.

# GRI Content Index

DISCLOSURE DESCRIPTION		REFERENCE
<b>Environmental</b>		
305-4	GHG emissions intensity	Please see page 23 of this report.
306-2	Waste by type and disposal method	Please see page 25 of this report.
307-1	Non-compliance with environmental laws and regulations	We did not have any significant fines for non-compliance with environmental laws and regulations.
<b>Social</b>		
401-1	New employee hires and employee turnover	Please see page 34 of this report.
403-2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	Please see page 37 of this report.
404-1	Average hours of training per year per employee	Please see page 32 of this report.
404-2	Programs for upgrading employee skills and transition assistance programs	Please see page 32 of this report.
404-3	Percentage of employees receiving regular performance and career development reviews	Please see page 32 of this report.
405-1	Diversity of governance bodies and employees	Please see page 35 of this report.
405-2	Ratio of basic salary and remuneration of women to men	Please see page 35 of this report.

# GRI Content Index

DISCLOSURE DESCRIPTION		REFERENCE
Social		
412-1	Operations that have been subject to human rights impact assessments	We conducted a human rights impact assessment of our business in 2017 and are reviewing the findings.
415-1	Political contributions	Page 5 of our <a href="#">Code of Business Conduct and Ethics</a> states that “no Welltower funds may be given directly to political candidates”. Directors, officers and employees may, however, engage in political activity with their own resources on their own time.

**Assurance Statement related to  
GHG Emissions Inventories, Environmental Data and Human Capital Data for Calendar  
Year 2017  
Prepared for Welltower Incorporated**

**Terms of Engagement**

This Assurance Statement has been prepared for Welltower Incorporated (Welltower).

Lloyd's Register Quality Assurance, Inc. (LRQA) was commissioned by Welltower to assure its greenhouse gas (GHG) emissions, Environmental data and Human Capital data for the calendar year (CY) 2017 (hereafter referred to as "the Report").

The GHG Emissions Inventory includes direct (Scope 1) GHG emissions, energy indirect (Scope 2) GHG emissions and other indirect (Scope 3) GHG emissions. The Scope 3 GHG emissions include air travel for business, employee commuting and waste.

The Environmental data includes water consumption, energy use, and waste generation. The Human Capital data includes work force remuneration and diversity.

**Management Responsibility**

Welltower's management was responsible for preparing the Report and for maintaining effective internal controls over the data and information disclosed. LRQA's responsibility was to carry out an assurance engagement on the Report in accordance with our contract with Welltower.

Ultimately, the Report has been approved by, and remains the responsibility of Welltower.

**LRQA's Approach**

Our verification was conducted in accordance with ISO14064 – 3:2006 *Specification with guidance for validation and verification of greenhouse gas assertions* for GHG emissions, and LRQA's Report Verification Procedure for Environmental data and Human Capital data, to provide limited assurance that the GHG data, Environmental data and Human Capital data, as presented in the Report have been prepared in conformance with the World Resource Institute/World Business Council for Sustainable Development (WRI/WBCSD) GHG Protocol: *A Corporate Accounting and Reporting Standard*, and the Welltower Sustainability Data Management Plan.

To form our conclusion, the assurance was undertaken as a sampling exercise and covered the following activities:

- Reviewed an overview of the processes, used at the corporate level for the management of data and information related to the Scope 1, Scope 2, and Scope 3 GHG emissions, Environmental data and Human Capital data;
- Interviewed relevant staff responsible for managing and maintaining data and information and for preparing the Report at the corporate level;
- Reviewed Welltower procedures for defining and collecting sustainability data; and
- Verified the Scope 1, Scope 2 and Scope 3 GHG emissions, Environmental data and Human Capital data for CY 2017 through a review of aggregated level data and information calculation spreadsheets provided by Welltower.



**Level of Assurance & Materiality**

The opinion expressed in this Assurance Statement has been formed on the basis of a limited level of assurance and at a materiality of the professional judgement of the verifier.

**LRQA's Opinion**

Based on LRQA's approach, nothing has come to our attention that would cause us to believe that the Scope 1, Scope 2 and Scope 3 GHG emissions, Environmental data and Human Capital data disclosed in the Report, as summarized in Table 1 below, are not materially correct or that the Report has not been prepared in conformance with the WRI/WBCSD GHG Protocol and Welltower Sustainability Data Management Plan.

**LRQA's Recommendations**

Consider developing a procedure for human capital metrics.

**LRQA's standards, competence and independence**

LRQA ensures the selection of appropriately qualified individuals based on their qualifications, training and experience. The outcome of all verification and certification assessments is then internally reviewed by senior management to ensure that the approach applied is rigorous and transparent. This verification assessment is the only work undertaken by LRQA for Welltower.

Signed

Dated: April 26, 2017

A handwritten signature in blue ink, appearing to read 'Andrea Bockrath'.

Andrea Bockrath  
Lead Verifier  
On behalf of Lloyd's Register Quality Assurance, Inc.,  
1330 Enclave Parkway, Suite 200,  
Houston, TX 77077

LRQA reference number: UQA00000909



**Table 1. Summary of Welltower GHG Emissions Inventory, Environmental data and Human Capital data CY 2017**

<b>Scope of GHG emissions (Tonnes CO2e)</b>	
Direct GHG emissions (Scope 1)	7,683
Energy indirect GHG emissions (Scope 2 Location-Based)	171,805
Energy indirect GHG emissions (Scope 2 Market-Based)	155,550
Scope 3 (business flights, employee commuting, waste generated)	14,791
Note 1: Scope 2, Location-based are defined in the GHG Protocol Scope 2 Guidance, 2015	
<b>Environmental Data</b>	
Electricity Use (kWh)	333,550,640
Natural Gas Use (therms)	1,413,664
Propane Use (therms)	25,864
Water Use (gallons)	319,044,855
Waste (tons)	35,991
Recycling (tons)	7,362
<b>Human Capital</b>	
Compensation Equity Non Manager (male to female ratio)	1.1/1.0
Compensation Equity Manager/Director (male to female ratio)	1.2/1.0
Compensation Equity AVP/VP (male to female ratio)	1.2/1.0
Compensation Equity SVP/Executive (male to female ratio)	1.1/1.0
Hispanic or Latino	7%
Asian	4%
Black or African American	5%
Other (two or more races, Native Hawaiian or Pacific Islander)	1%
White	79%
Declined to Identify	3%
Age <30	11%
Age 30-50	58%
Age >50	31%
Gender ratio (male to female)	1.0/1.0



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