



Measuring Better Health for All

Health Outcomes Report | AUGUST 2025





Measuring Better Health for All

GreenShield's Quarterly Health Outcomes Reports offer ongoing assessments of Canada's healthcare landscape, providing actionable insights into how care is accessed and delivered, and the pivotal impact of integrating coverage and care on the improvement of health outcomes.

Drawing on the experiences of the seven and a half million Canadians served by GreenShield, the outcomes of GreenShield's integrated health and benefits offerings are detailed, as are opportunities to innovate, improve and reimagine healthcare to deliver better outcomes for individuals, workplaces and communities across Canada.

At its core, this report underscores GreenShield's mission of Better Health for All, which starts with measurable impact. As Canada's only national non-profit health and benefits company, GreenShield integrates insurance with care delivery across mental health, pharmacy, telemedicine and chronic disease management. By addressing systemic barriers to access, effectiveness and equity, GreenShield is leading the way with innovative solutions designed to improve the health of individuals and their communities.

GreenShield Health Outcomes Reports capture this journey and commitment. This report demonstrates how innovative, outcomes-driven care at GreenShield bridges gaps, delivers measurable value, and sets a new standard for what integrated health and benefits can achieve, all in pursuit of Better Health for All.



William Wilkinson,
GreenShield Founder

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Our commitment to youth and young adult mental health

Young Canadians are facing an unprecedented mental health crisis. As of 2024, approximately 1.25 million Canadians between the ages of 15 to 24 (nearly 30 per cent of young Canadians within this age range) require mental health support each year, yet only 19 per cent are able to access mental health resources, leaving the majority without care.¹

This demographic confronts unique and compounding stressors including impacts from social media, balancing study and work in an increasingly challenging job market and a rising cost of living. As a result, 40 per cent of young professionals aged 18 to 24 said they feel depressed or anxious weekly,² and report being at a "breaking point" due to work-related stress.³ With 70 per cent of mental health conditions emerging in childhood or adolescence, focusing on the mental health of young Canadians is both critical to long-term well-being and prudent health economics.¹

For employers, these realities have significant tangible implications. The direct and indirect economic costs of mental health and disability in Canada exceed \$220 billion annually.³ For younger employees, an employer's commitment to mental health is of particular significance: 83 per cent of younger employees believe employers have a responsibility to support their psychological well-being⁴ and are increasingly willing to leave jobs in search of better support and benefits.

Successfully recruiting and retaining emerging talent demands wellness supports aligned with evolving expectations.⁵ Maintaining a strong and resilient Canada requires constant innovation for its people, industries and communities. GreenShield's non-profit values of Better Health for All and providing uniquely accessible, convenient and integrated insurance, products and services – reflect an alignment of purpose and performance, delivered with passion. These are precisely what younger Canadians expect and need to successfully navigate today's challenging times.





Executive insights

As Canada’s only national non-profit health and benefits company and first payer-provider, GreenShield is uniquely positioned to bring together coverage and care to efficiently drive improved health outcomes. Already, over **55 per cent** of new clients have realized the value and impact of this model.

Our second quarter impact includes:



Simplified coverage and care with GreenShield+

Nearly **800,000**¹⁵ coverage and care journeys⁷ simplified through GreenShield+, with nearly 30 per cent of users under 35.

Users average **seven** touchpoints, indicating sustained care journey engagement.⁸



Rapid access to medical care

With **92 per cent** of health issues resolved in the first appointment, youth and young adults benefit from on-demand, frictionless care that responds to their unique demands from education, work and life stresses.⁹



Mental healthcare anytime, anywhere

Among users under 35, **52 per cent** recovered from anxiety symptoms and **51 per cent** from symptoms of depression after three digital cognitive behavioural therapy (CBT) modules,¹⁰ demonstrating rapid clinical improvement.¹¹



Personalized counselling on time and task

Appointments available within 24 hours via advanced therapist matching to get the right fit quickly with **93 per cent** client satisfaction.¹²



Improving treatment performance with GreenShield Pharmacy

GreenShield Pharmacy showed high adherence rates: **92 per cent** for asthma, **86 per cent** for diabetes and **84 per cent** for mental health medications.¹³

...All while advancing Better Health for All

As a purpose-driven, non-profit health and benefits company, excess earnings are reinvested and services redeployed through GreenShield Cares to support underserved equity-seeking communities across Canada.



Since January 2025, **over 50,000 youth** between the **ages of 15-29** have been supported through GreenShield’s community partners.

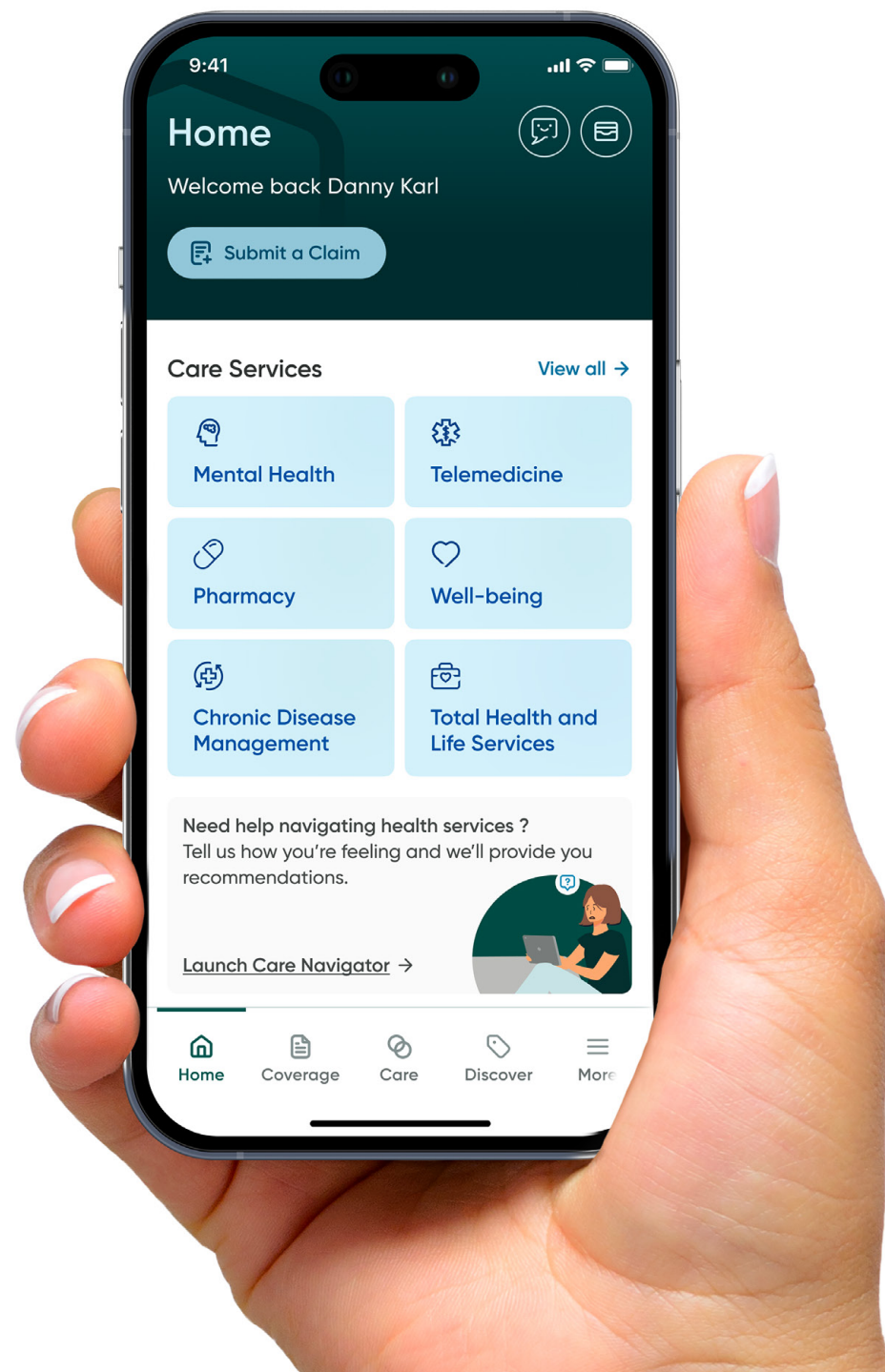


In partnership with Mental Health Research Canada, GreenShield launched the **Youth Mental Health Data Hub**, a first-of-its-kind data source capturing insights and identifying care gaps from **30,000+** diverse Canadian youth.



Key insight

By integrating coverage and care into one seamless solution, GreenShield+ is helping Canadians spend less time navigating the healthcare system and more time taking care of their health.



An experience designed with you(th) in mind

All Canadians deserve a healthcare experience that is connected, convenient and easy to navigate. Yet the norm remains fragmented care marked by disconnected providers, scattered health records and a divide between coverage and care. This creates confusion, delays and unmet needs.

GreenShield+ is changing that. Launched in 2023, it is Canada's first digital health and benefits platform that fully integrates high-quality coverage and care in one seamless experience.

This digital transformation is especially meaningful for younger Canadians. We know that Gen Z and millennials are embracing virtual care in record numbers. In fact, nearly 60 per cent of all virtual care users in Canada are youth and young adults,¹⁴ underscoring that this generation expects intuitive, accessible health solutions. And it matters to them: 78 per cent of younger adults say they would view their employer more positively if virtual care was offered as part of their benefits plan.¹⁵

GreenShield+ was built with those expectations in mind.

<p>GreenShield+ from launch to lasting impact</p>	<p> With 800,000 coverage and care journeys enabled between April and June, 2025¹⁶</p>	<p> Four in five individuals return to GreenShield+ monthly, reflecting high engagement and retention¹⁸</p>
<p> Nearly 30 per cent of individuals who registered for GreenShield+ are under 35¹⁷</p>	<p> Individuals have logged in seven times per user between April and June, 2025¹⁹</p>	<p> Over 8,000 care navigation interactions between April and June, 2025, 32 per cent by individuals under 35²⁰</p>

Seamless access to better care

Access + convenience + integration = better health outcomes

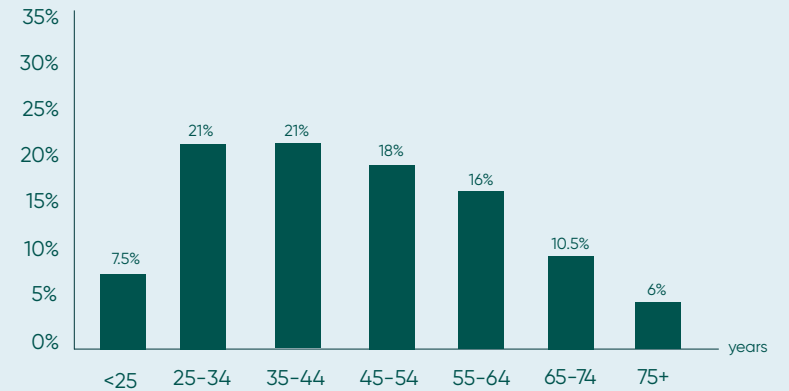
By bringing together health benefits, mental health, telemedicine, chronic disease management, pharmacy and more into a single fully integrated platform with web and mobile applications, GreenShield+ ensures that coverage and care work together to enable individuals to understand their benefits, connect with care, and take charge of their health effectively.



The numbers show that GreenShield+ is in high demand

Age breakdown

GreenShield+ registered individuals (April to June 2025)²¹



Gender breakdown

GreenShield+ registered individuals (April to June 2025)²¹

48%
identify
as women

50%
identify
as men

2%
identity
not disclosed

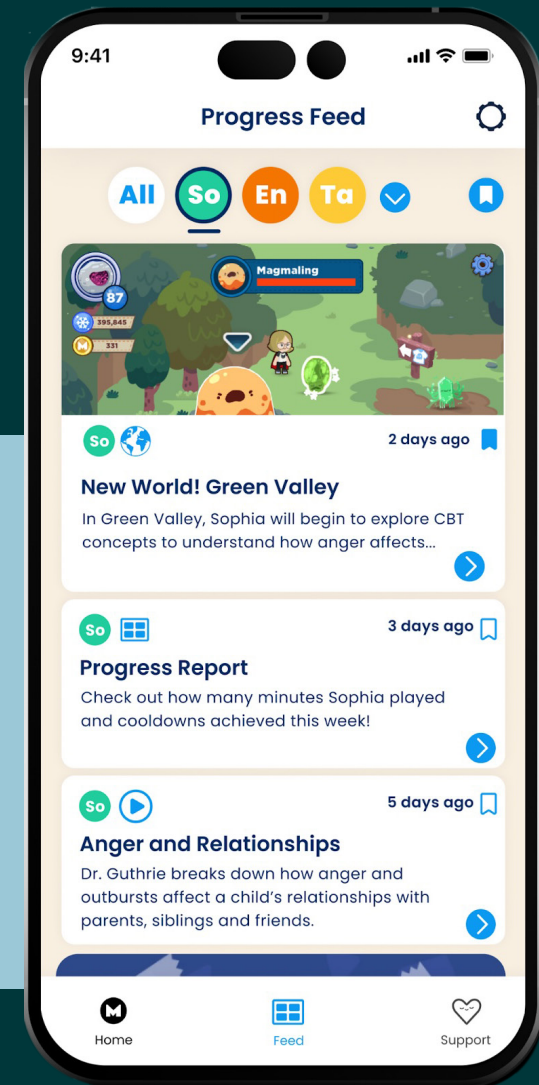


Empowering kids, supporting families: introducing *Mightier* from GreenShield+

Mental health doesn't just affect employees, it impacts their families too. 83 per cent of guardians reported that their child's behavioural or mental health has negatively impacted their career.²² When a child struggles, working parents are more likely to miss work, feel stressed or disengage.

Introducing Mightier: Mightier is a clinically proven game-based **cognitive behavioural therapy (CBT)** program that helps children aged 5+ build emotional regulation skills through play. Developed by experts at Boston Children's Hospital and Harvard Medical School, it combines biofeedback with interactive games, thereby transforming emotional skill-building into a fun and rewarding experience. It's ideal for children experiencing anxiety, anger, ADHD or other behavioural challenges

Accessible through GreenShield's private and securely protected integrated health platform, Mightier gives families access to early, effective, at-home support for their children. This leads to healthier children and more focused, supported employees.





Early support that makes a lasting difference



Step 1

Parents connected to a care coordinator in GreenShield+

Step 2

Parents receive automatic access to the Mightier Parent Application with articles and resources while waiting for the Mightier kit to be delivered

Step 2

Parents receive a kit that includes a wearable monitor, app access, and support

Step 4

Setup in minutes

Step 5

Parents continue to receive monthly deliveries of skill packs for offline family learning and play

Step 6

Impact that lasts a lifetime

Over 1,200

children enrolled since the beginning of 2025

43% girls and 53% boys

engagement by gender

Ages 6-10

highest engagement among children

Leading symptoms

20% frustration/anger

16% feeling overwhelmed

17% worry/anxiety

14% outbursts

14% meltdowns

10% over-excitement

9% withdrawing/shutting down

63 minutes of playtime

average in first month



Mental health

Key insight

"Half of all mental health conditions start by 14 years of age, but most cases are undetected and untreated."

- World Health Organization²³



Tailored care that follows you every step of the way

GreenShield offers the fullest continuum of mental health services, from self-guided digital CBT to specialized counselling, tailored to individual health, language, culture and care goals.²⁴



Digital CBT



Counselling



Specialized Clinical Services

Mental health by the numbers

(April to June 2025)²⁵

 **35,000+**
total hours of counselling completed

 **4,000+**
mental healthcare professionals across the country

 **3,000+**
individuals engaging with digital CBT, **45% under 35**

 **8,000+**
Employee Assistance Program (EAP) cases completed

 **93%**
user satisfaction rate with EAP services

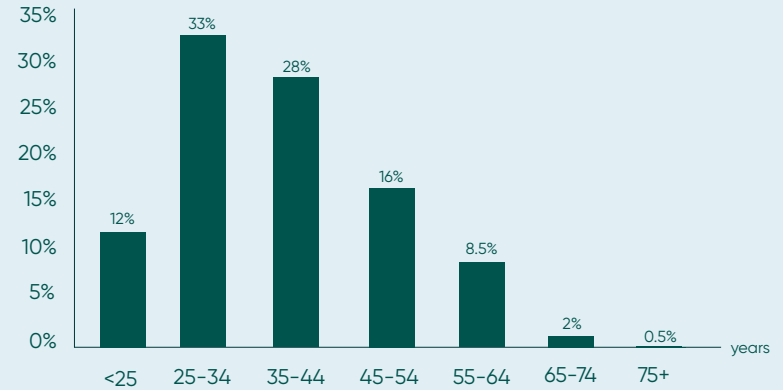
75% focused on individual counselling
19% on advisory services
6% on couples counselling

 **3 hours**
average EAP case length

Mental health demographics²⁶

Age breakdown

GreenShield mental health counselling and digital CBT



Gender breakdown

GreenShield mental health counselling and digital CBT

68% identify as women
30% identify as men
1% identify as non-binary
1% identify as other

Most-selected mental health concerns²⁷

Stress
14% of all concerns
53% among users

Anxiety
12% of all concerns
45% among users

Depression
12% of all concerns
44% among users

Family issues
7% of all concerns
26% among users

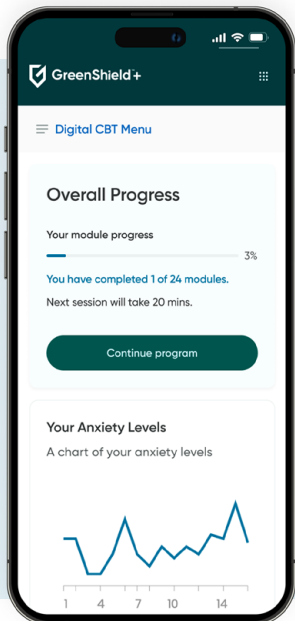
Grief and loss
5% of all concerns
18% among users

Mental health in the digital age for a digital age group

Digital health innovation is transforming how Canadians access mental healthcare, with purpose-built tools that remove barriers to evidence-based support. This is especially critical for youth and young adults, **20 per cent** of whom experience a mental health condition.²⁸ Digital Cognitive Behavioural Therapy (CBT) offers timely, effective support for mild to moderate anxiety, stress and depression through self-guided or coach-supported programs.²⁹ Designed for flexibility and privacy, digital CBT is especially well-suited for all ages, including younger users who are comfortable with technology and prefer on-demand care.³⁰ Integrated within GreenShield+, digital CBT ensures individuals can access support and begin recovery anytime, anywhere.



How soon an individual sees reductions in their anxiety and depression scores depends on how long it takes to see a mental health professional for the first time. Timely access to mental health care not only improves presenteeism, but reduces total leaves of absence (LOA). Industry average LOA among employees on EAP ranges between **30-40 days**. For an employer with 1,000 employees, this translates to over **\$150,000** in estimated savings per year attributable to employees' early return to function.



Our data shows that mental health support leads to measurable improvements. After just three treatment sessions:

50% + 52%
of all users of youth and young adults (<35)

experiencing anxiety (GAD-7) see reliable reduction in symptoms.³¹

42% + 51%
of all users of youth and young adults (<35)

experiencing depression (PHQ-9) see reliable reduction in symptoms.³⁵



Setting the standard for personalized and timely counselling

Expanding access to effective mental healthcare, especially for youth and young adults, requires an integrated, hybrid approach that includes digital guided self-care, virtual counselling and more intensive support when needed.³²

GreenShield's mental health services prioritize personalization, autonomy and strong therapist-client alignment to improve outcomes.³³ Using a personalized matching algorithm, GreenShield connects individuals to one of **4,000** therapists across Canada based on clinical needs, preferences and cultural values. This process strengthens the therapeutic alliance, which is key to engagement and results.^{34 35 36 37}

GreenShield also ensures continuity of care by supporting smooth transitions across benefit models, from EAP-sponsored support to insured benefits, healthcare spending accounts or personal funds to cost-efficiently optimize effectiveness with ease.



Nationally, GreenShield guarantees an average wait time of less than 24 hours between registration and the first available counselling appointment. The average wait time among all counselling recipients is **9 hours and 20 minutes (0.4 days)** between April and June 2025, with a 93 per cent satisfaction rate.³⁸



High impact results for complex mental health cases

(Specialized clinical services April to June, 2025)

76%

therapeutic alliance rates (BR-WAI) driving clinical effectiveness.³⁹

28%

recovery from anxiety (GAD-7)

29%

recovery from depression (PHQ-9)

40%

recovery from post-traumatic stress (PCL-5)⁴⁰



Timely access to counselling improves overall health outcomes, as well as compelling cost savings for employers. For an employer with 1000 employees, this translates to nearly **\$190,000** in estimated savings per year attributable to reduced presenteeism due to employees' receiving timely access to counselling.





Advanced ADHD care: evidence-based, with personalized support

Neurodivergent individuals, particularly those with ADHD, face systemic gaps in diagnosis, treatment and co-ordinated care. With rising demand across families, workplaces and schools, there is a clear opportunity to improve outcomes through timely, personalized and clinically guided support.

In July 2025, GreenShield launched a psychologist-led adult ADHD assessment stream, starting in Alberta and Ontario, to meet this growing need for accessible, high-quality services. The program will initially focus on individuals aged 18 and over in employer-sponsored health plans, providing an important access point to ADHD care for the many young people who are entering or already part of the workforce. This offering helps bridge a critical gap in youth mental health support by meeting young Canadians where they are: on the job and in need of timely, appropriate care.

We are redefining neurodivergent care by supporting individuals and families across every step of the journey, from diagnosis to long-term management. By integrating psychology, coaching and medication under one roof, we enable better outcomes through a seamless continuum of care.





Introducing GreenShield ADHD Care

Comprehensive assessment and diagnosis	Whole-person clinical insight	Seamless continuum of care
<p>Led by registered psychologists, ADHD assessments follow gold standard best practices, including structured interviews, psychometric tools and developmental history reviews.</p>	<p>Reports explore comorbid conditions, differential diagnoses and functional impacts, creating a full picture of an individual's needs and strengths.</p>	<p>We integrate assessment with ongoing therapy, coaching and medication management, supporting clients beyond diagnosis to real-world outcomes.</p>



- In youth, **untreated ADHD** contributes to **school disruptions, family stress** and **behavioural escalation**
- Many **adults with ADHD** remain **undiagnosed**
- ADHD diagnoses and support **inquiries have increased** in the last decade across private and public systems
- Long waitlists in public sectors and high private fees leave **many without access to timely diagnosis** or care
- **Undiagnosed ADHD** is linked to higher rates of **anxiety, depression, job turnover** and **lower workplace productivity** and **health outcomes**



Telemedicine

Key insight

"When embedded in healthcare delivery, telemedicine improves access, continuity of care and cost-efficiency."

- World Health Organization 2025





Care whenever & wherever you need it

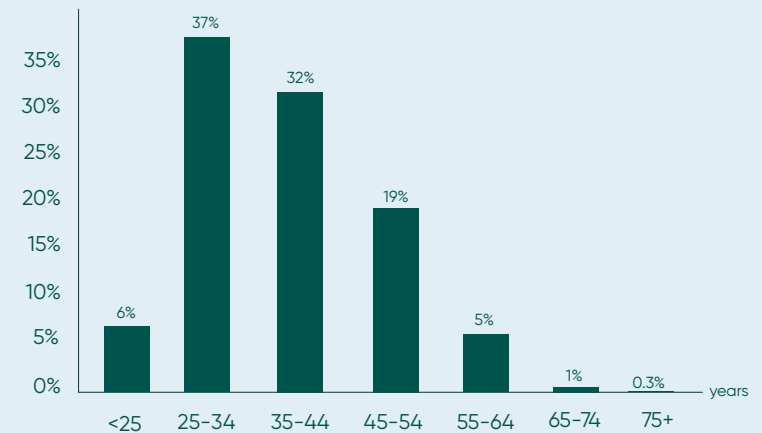
Reliable access to primary care is essential for a strong health system, yet over **one in five Canadians** do not have a family doctor or nurse practitioner.⁴¹ For youth and young adults, this gap can be especially harmful, leading to delayed care, increased stress and preventable health issues that may worsen with age if not addressed early. Even those with a provider often face long waits: **40 per cent** of Canadians report waiting four or more days for minor concerns.⁴² After-hours care remains a major challenge, with 77 per cent of Canadians unable to reach providers outside regular hours.⁴³

GreenShield Telemedicine, available through benefits coverage, helps fill these critical gaps by offering fast, convenient access to licensed physicians and nurse practitioners without complicated portals or delays. Adoption is particularly strong among **younger Canadians**, with nearly **45 per cent of users under 35**, demonstrating that digital care is resonating where the need is most urgent.⁴⁴ The platform also helps to reduce unnecessary emergency department visits. Nearly **half of all GreenShield telemedicine consultations take place outside office hours**.⁴⁵

GreenShield Telemedicine demographics³⁹

Age breakdown

Telemedicine utilization by age



Gender breakdown

Telemedicine utilization by gender





Smarter care access with proven results

GreenShield Telemedicine by the numbers

(April to June 2025)⁵⁵

nearly
 **10,000**
virtual consultations completed

 **92%**
satisfaction rate reported, with an average rating of **4.6 out of 5**

nearly
 **7,000**
prescriptions issued

 **19 minutes**
average consultation duration

 **1,000+**
remote lab tests ordered



GreenShield Telemedicine enables employees to minimize time away from work otherwise spent visiting a care provider. Based on GreenShield data, we know that 77 per cent of virtual consultations prevented an in-person visit to an emergency department, family doctor or walk-in clinic.⁴⁶ For an employer with 1,000 employees, this translates to nearly **\$170,000** in estimated savings per year.





GreenShield Pharmacy

Key insight

Digital pharmacies meet youth where they are by delivering fast discreet and consistent access to the medications they need to stay healthy, empowered and in control of their care.



Digital pharmacy

Prescription medication use is notably high among young Canadians. In fact, more than one in four children and youth under the age of 19 report using prescription medication in a typical month.⁴⁷ Commonly prescribed treatments for this age group include medications for asthma, ADHD, anxiety, depression, and sexually transmitted infections—areas where timely refills and expert guidance are essential.

Improving health outcomes for Canadians has always been at the centre of everything we do. Founded in 1957 by William Wilkinson, a pharmacist from Windsor, Ontario, GreenShield aimed to address the social challenge of providing affordable access to medications, leading to the creation of North America’s first prepaid drug plan. From its outset, GreenShield was structured as a non-profit organization, reinvesting its excess earnings to support better health for all Canadians.

Today, GreenShield continues this legacy through initiatives like the Essential Medicines Program, which ensures affordable access to vital medications. GreenShield Pharmacy further simplifies the medication experience by integrating with benefits plans, eliminating paperwork, and providing automatic reimbursement for covered expenses—making it easier for Canadians to get the care they need, when they need it.

GreenShield’s digital pharmacy means expert medication guidance, effortless access and free delivery to the doorstep.

For young Canadians, a digital pharmacy solution matters:



Convenience and autonomy

Younger Canadians value services that are digital, fast and discreet.



Continuity of care

Digital platforms help prevent gaps in medication adherence, particularly when transitioning between providers or coverage.



Improved access

Access is especially important for youth in remote areas or those without a primary care provider.

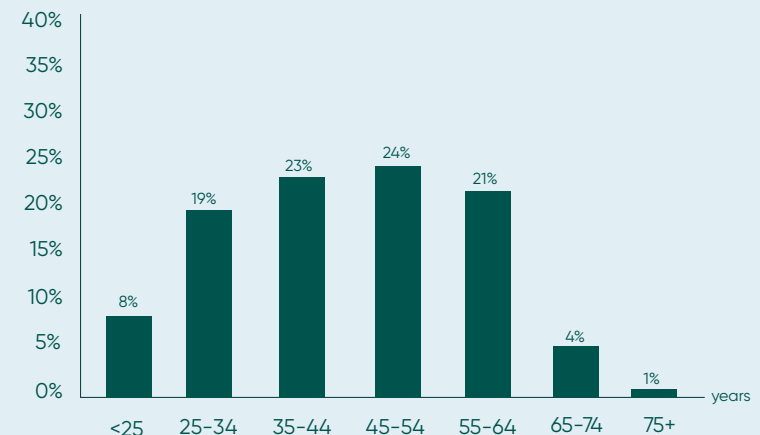
The data demonstrates strong engagement among core working-age demographics, with youth and young adults 35 and below emerging as a growing segment at 27 per cent, highlighting the platform’s alignment with the needs of this demographic.

GreenShield Pharmacy demographics 2025 (April to June)⁴⁸

Note: The data excludes the province of Quebec

Age breakdown

Digital pharmacy utilization by age



Gender breakdown

Digital pharmacy utilization by gender

59%

identify as women

40%

identify as men

1%

identify as non-binary

Delivering high medication adherence

Medication adherence is critically important in managing and recovering from chronic health conditions, mental health challenges or illness. Consistently following prescribed medication regimens can significantly improve health outcomes, reduce symptoms and prevent complications, which in turn enhance an individual's ability to manage everyday challenges and stressors.

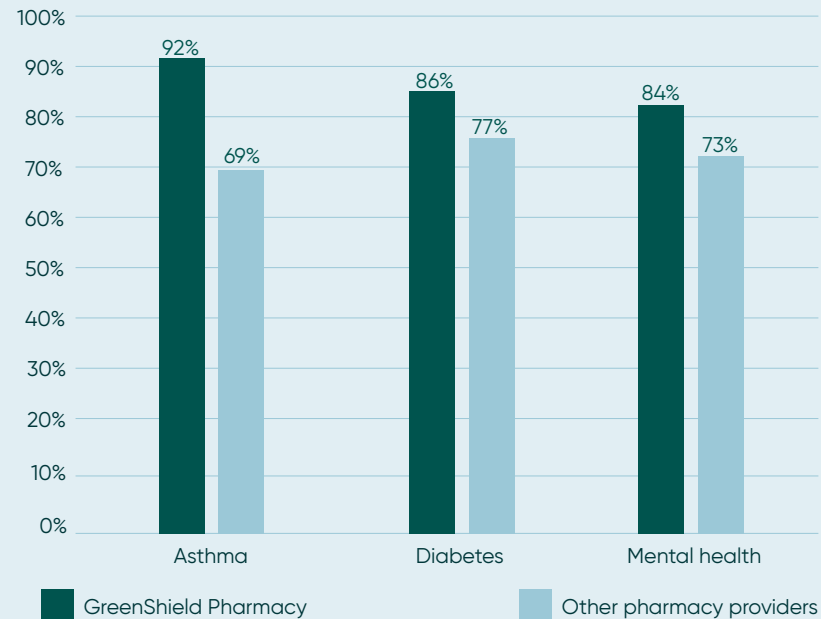
Medication adherence is especially important for youth and young adults because this life stage often involves the onset

of chronic conditions, increased independence and rapid social change, all of which make consistent medication use both more critical and more challenging.

GreenShield Pharmacy enhances accessibility and streamlines medication management with simplified claims, auto-fill reminders, delivery services and personalized clinical consultations. By leveraging advanced digital pharmacy solutions, proactive pharmacist engagement and focused strategies, we're driving measurable improvements in health outcomes.

Innovation with impact – rates of high medication adherence⁴⁹

- GreenShield Pharmacy delivered six per cent **greater rates of high medication adherence** than other pharmacy providers. (Percentage greater than **80 per cent** proportion of days covered).
- **Asthma medications** achieved high-adherence rates of **92 per cent**.
- **Diabetes medications** achieved high-adherence rates of **86 per cent**.
- **Mental health medications** achieved high-adherence rates of **84 per cent**.





GreenShield Pharmacy by the numbers

(April to June 2025)



93%

of plan sponsors with GreenShield+ have adopted our digital pharmacy solution.⁵⁰



Drivers of claims⁵¹

14%
obesity

13%
depression, anxiety
& sleep disorders

11%
hypertension

10%
diabetes

6%
cholesterol

4%
ADHD



Key insight

At GreenShield we fundamentally believe healthcare is a right, not a privilege. As a non-profit, every dollar beyond what's needed to support our business and people gets reinvested directly into underserved communities.

GreenShield is on track to achieve our goal of investing \$75 million to positively impact at least one million Canadians by the end of 2025.





Our commitment to Canadian youth

As a purpose-driven non-profit health and benefits company, we are guided by our social mission of Better Health for All. We focus our efforts and prioritize investments in areas where our services and funding can have the greatest impact, especially for populations too often left behind.

Canada is facing a youth mental health crisis; nearly 60 per cent of young people in need are not receiving care. Youth aged 15-29 face limited access, poor system navigation and affordability barriers. Recognizing this urgent need, our new youth mental health signature initiative will transform support for youth mental health across Canada.

In partnership with leading youth mental health organizations, we are building a Youth Mental Health ecosystem that will provide best-in-class culturally appropriate mental health services for youth in Canada. Our ecosystem will be delivered through GreenShield+ to provide timely, culturally appropriate, easy-to-access and affordable care.

Partnerships are crafted to reach communities facing distinct barriers to care. These partnerships include:



Jack.org



Choices for Youth



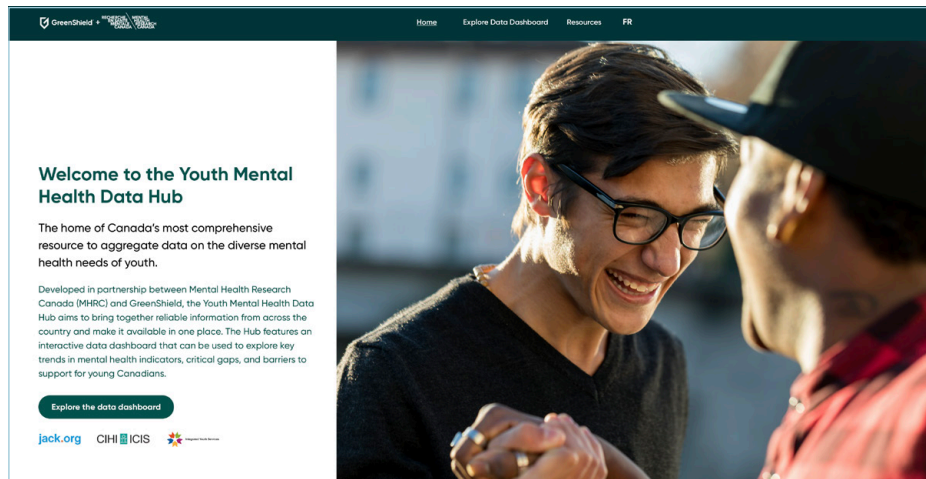
Foundry



Driving impact through data to ensure no young person is left behind

As part of our commitment to driving sustainable impact, we recently introduced the Youth Mental Health Data Hub in partnership with Mental Health Research Canada. It is Canada’s most comprehensive resource to aggregate data on the diverse mental health needs of youth across the country. For the first time, Canadian researchers, policymakers and educators can access an interactive dashboard that provides mental health data and trends on Canadian youth across multiple indicators, including gender identity, income level, location and racial background.

The Data Hub’s interactive dashboard harnesses robust insights from over 30,000 Canadians to provide a holistic view of youth mental health. A first-of-its-kind resource, this dashboard offers a unique data source that reveals critical gaps in **navigation, access and affordability** across diverse sociodemographic youth groups.



At the core of our solutions is data. We use a data-driven approach to identify the most pressing health needs of Canadians, particularly among women, low-wage workers, youth, racialized communities and 2SLGBTQI+ individuals. Leveraging data, we prioritize areas where we can drive sustainable impact: **mental health, access to essential medicines, chronic disease management and oral health.**

Snapshot – what does the data tell us?

The Youth Mental Health Data Hub is a vital first step toward understanding the diverse and intersecting factors that shape young people’s mental health so we can connect them to the right care at the right time, in ways that reflect their unique identities and lived experiences.



Navigation

29%

of youth do not access support they need because they are unsure how to do it



Equitable access

18%

of racialized youth struggle to find culturally sensitive care



Affordability

30%

of students cannot afford mental health support



About GreenShield

As Canada's only national non-profit health and benefits company, GreenShield believes healthcare is a right, not a privilege. We're dedicated to improving health outcomes, driving systemic change, and building a future where every Canadian can reach their full health and well-being potential.

We are revolutionizing the health and benefits experience with coverage and care in one place. Through our unique integrated payer-provider ("payvider") model, we offer insurance, administer benefits and pay claims as a "payer," while offering health services

such as mental health, pharmacy, telemedicine and chronic disease management as a "provider."

As a non-profit social enterprise, we don't have shareholders. That allows us to prioritize and reinvest our excess earnings to directly support underserved communities. Through GreenShield Cares, we are well on track to achieve our goal of investing \$75 million to positively impact at least one million Canadians by the end of 2025, focusing on essential medicines, mental health, and chronic disease management. Our scalable initiatives deliver meaningful change in pursuit of Better Health for All.



GreenShield Health is one of Canada's fastest growing digital health providers. With vast offerings in mental health, pharmacy, telemedicine and chronic disease management, and 5,000+ clinicians, we are empowering millions of Canadians to take control of their health from the comfort of home. In addition to supporting the health of individual Canadians, GreenShield Health offers holistic well-being solutions for public and private organizations of all sizes. Our innovative, tech-forward approach brings together telemedicine, mental health, disease management, well-being, and pharmacy services and our group and individual health insurance and administration services to integrate healthcare for our customers.



For nearly 70 years, GreenShield has led the way as one of the country's largest health and dental benefits providers, with innovation as our driver and a social mission at our core. We support clients across the country with flexible and automated administration of dental, drug, extended health, travel benefits, and health spending accounts. From forward-thinking claims management strategies to a unique brand of service, we have always focused on making the GreenShield experience valuable for our clients. GreenShield has earned a reputation for exceptional adjudication and administration of pharmacy, dental and extended health claims, serving over seven million Canadians.



GreenShield Administration is at the forefront of total health benefits management across pharmacy benefits management, claims adjudication, and benefits administration, advancing our payer-provider model. Our capabilities provide access to proprietary information, invaluable insights, and an enhanced healthcare experience, all while effectively managing and controlling costs of all health and dental benefits with a focus on specialty drug costs. We are the only partner able to offer an end-to-end suite of integrated health and benefits technology and services tailored to customers of all sizes, from large organizations to small businesses and entrepreneurs.



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- 4 Benefits Canada. (2024, October 3). Gen Z employees focusing on well-being, flexibility: Survey. Benefits Canada. <https://www.benefitscanada.com/news/bencan/gen-z-employees-focusing-on-well-being-flexibility-survey/>
- 5 Donald, Y. (2025, March 26). The pressing youth mental health crisis: A company's prerogative. HCAMag. <https://www.hcamag.com/ca/specialization/benefits/the-pressing-youth-mental-health-crisis-a-companys-prerogative/529958>
- 6 GreenShield. (2025). GreenShield+ Insights, April - June 2025 [Internal data].
- 7 These journeys represent the combination of claims filed and care appointments across the GreenShield health ecosystem: telemedicine consultations, therapy and counselling, prescription fills, etc.
- 8 GreenShield. (2025). GreenShield+ Insights, April - June 2025 [Internal data].
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- 10 GreenShield. (2025). Health Services Data (Mental Health): April - June 2025 [Internal data].
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