

# 2021 Annual Report

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Our Progress in Advancing  
People-First Places





“If you want to go fast,  
go alone. If you want  
to go far, go together.”

—African proverb

## EVERY STEP TOGETHER

Our movement has always stood for people.

For more than 10 years, our team at the [International WELL Building Institute](#) has worked to transform our buildings, organizations and communities in ways that help people thrive. Our fulcrum for change are the places around us. But as we’ve rallied these past two years in this historical moment to fight back against COVID-19, each day has taken on new urgency. It’s about delivering people-first places to help enhance people’s health, but also protect it.

That’s why, as I look back on 2021, I am grateful for each and every step we took because we took it together. In the face of an unrelenting pandemic and its wake of global trauma and grief, we show up and we stand up, united by our movement and resolute in our mission.

Here, in our inaugural 2021 Annual Report: *Our progress in advancing people-first places*, we take a moment to share with you the story of our collective journey. It tracks the arc of this unprecedented year as our global community banded together around the common purpose of elevating health and well-being in all our places—whether in schools, stadiums, offices, hospitals or across entire organizations.

In this journey, I’ve never been more proud and more inspired by the work we do together. It’s truly remarkable what we’ve been able to accomplish.

Adoption of WELL offerings in 2021 eclipsed 3 billion square feet of space in 109 countries. Today, WELL is utilized by a fifth of the Fortune 500. The ranks of our global community of WELL AP credential holders and exam registrants has swelled to more than 20,000 people from 117 countries. We also launched a new [WELL Enterprise Provider](#) (WELL EP) designation for organizations to help deliver WELL solutions at scale. We forged dozens of new partnerships that helped strengthen, amplify and expand our work and reach. We created several significant resources, most notably our special report on Prevention and Preparedness, Resilience and Recovery, a culminating resource of [IWBI’s Task Force on COVID-19 and Other Respiratory Infections](#), that lays out research approaches and specific operational strategies as well as policy and investment considerations as the world continues to respond to the COVID-19 pandemic and prepares for acute health threats in the future. We doubled down on innovation and launched new efforts to lay the groundwork for the development of the WELL Equity Rating and the [WELL Performance Rating](#).

That is just a small sample of the year’s highlights. What also shines brightly in the pages of this report is all of you—the spirit, compassion and support of all the purpose-driven people who power our movement. We’re grateful to be locked in arms with you and everyone across our growing community of practitioners, advocates and volunteers who embrace our mission with such unwavering dedication.

And, yes, we have more to do and further to go. I know the path ahead won’t be easy and continues to be fraught with uncertainty. But I’m comforted knowing every step we take, we take together.



In gratitude,

**Rachel Hodgdon**

President and CEO

International WELL Building Institute

# 01. Mobilizing for market transformation

As 2021 started, the world braced for another year of staring down the COVID-19 pandemic: a public health crisis unlike anything we'd ever seen before. At IWBI, we remained squarely focused on doing our part to combat the pandemic. In all our work, we sought to embrace and empower our global community so we could work together to advance the universal need to support and protect human health through the buildings and spaces we inhabit every day.



Six months earlier, in the summer of 2020 based on the input of stakeholders and clients alike, we introduced the [WELL Health-Safety Rating](#). Informed by guidance developed by the World Health Organization (WHO) and the U.S. Centers for Disease Control and Prevention (CDC) as well as recognized standard-making bodies, such as ASTM International and ASHRAE, and leading academic and research institutions, the rating created a new collection of strategies based on relevant WELL features to address acute health threats in indoor spaces—COVID-19 especially—through shifts in building operations and management and corporate policies. The new rating has supported organizations across

the globe in responding to the COVID-19 crisis as well as addressing long-term health and safety needs.

By the end of 2020, more than 600 million square feet of space enrolled in the **WELL Health-Safety Rating**, representing thousands of buildings—from the iconic Empire State Building to Yankee Stadium to Fairfax County Public Schools to every bank branch of JPMorgan Chase and retail branch of T-Mobile.

By working together and pulling together, we successfully launched a rating to meet the moment. But we didn't stop there.

Look for the WELL Health-Safety seal outside, and feel more confident going inside

“When you see the WELL Health-Safety seal, you can feel confident knowing the space you’re entering is putting your health first.”



Dr. Richard Carmona  
17th Surgeon General of the United States of America



The campaign video was ranked as the most viewed public service announcement in 2021 in American advertising, according to online magazine SHOOT.

# “Look for the Seal”

In January 2021, we launched our first-ever consumer awareness campaign to leverage the voices and platforms of celebrities and influential figures. Our idea was to create a wave of awareness, a kind of trickle-up effect to empower teachers, parents, homebuyers, employees, shoppers and travelers to ask that their health and safety be prioritized through science-based measures in building design and operations as well as organizational policy.

Featured ambassadors, including Lady Gaga, Jennifer Lopez, Michael B. Jordan, Robert DeNiro, Venus Williams, Wolfgang Puck, Deepak Chopra and 17th Surgeon General Richard Carmona, came together to raise awareness about the importance of the WELL Health-Safety Rating and encouraged people to “look for the WELL Health-Safety seal” at their favorite places and feel more confident going inside.

The multi-channel marketing campaign reached 165 million people in the U.S.—1 in 2 Americans—and helped drive IWBI’s 23 billion media impressions by the end of 2021. Thanks to robust television visibility, digital and multimedia amplification, the campaign later expanded to Canada, and even reached audiences in Europe and Asia. By showcasing these public health specialists alongside celebrity ambassadors, our aim was to increase public awareness and consumer demand for strategies that could help everyone get back to business with confidence.

We know that throughout history, pandemics (particularly those caused by airborne disease) have brought public health professionals together with the design and architecture communities to create innovation and positive change. We also know of the cautionary tale that once a vaccine or a cure is discovered, or the pandemic recedes, we’ve often gone back to our old ways of being, doing and operating. We cannot afford for that to happen again, so we took on our consumer campaign to keep the connection between buildings and our health front and center in every conversation and every setting: corporate, academic, nonprofit, or community.

On a separate, but concurrent, path, we also engaged in this important conversation in 2021 by stepping up on a significant and substantive knowledge-sharing effort. In addition to the consumer campaign, we thought boldly about how to tap the expertise of our community and create a vehicle to compile, distill and share these insights to a global audience.

# Delivering our movement to people and communities around the world

In August of 2021, after months of intensive work, we released *[Prevention and Preparedness, Resilience and Recovery: An IWBI Special Report](#)*. Authored by nearly 40 staff subject matter experts at IWBI, the in-depth report details policy and investment considerations, research approaches and specific operational strategies for this moment and the future.

This multi-disciplinary report integrates proven strategies from WELL and actionable insights garnered from IWBI specialists and the nearly 600 members of IWBI's Task Force on COVID-19 and Other Respiratory Infections. It lays out a holistic foundation for action by aligning four core areas deemed central to charting an equitable recovery: translating research to practice; identifying strategies from WELL that support prevention and preparedness, resilience and recovery; reimagining the policy framework to ignite progress in key areas; and advocating for the critical importance of investing for health, including identifying, tracking and reporting on social and human capital metrics. The report also provides specific expert perspectives across nearly two dozen market sectors, professions and geographic regions. In total, we sourced input from more than 700 leading studies, publications and resources, and drew on the knowledge and lessons from leading professionals hailing from over 30 countries and more than a dozen unique industries.



In all our work over the course of the year, we moved with urgency to continue to deliver our movement to people and communities around the world:

- We hosted [webcasts](#) featuring leading professionals that often drew more than 1,000 registrants per session.
- We continued to support our expert [advisories](#) across the WELL concepts as well as **different sectors**, including some of the hardest hit, like hotels and resorts and sports and entertainment, to help them think through their needs and challenges.
- We offered [free educational courses](#) for office workers, teachers and poll workers to provide them with recommended strategies to help protect themselves and others in the midst of the pandemic.
- We continued to find ways to share critical insights from our Task Force on COVID-19 and its nearly 600 volunteers from our community—epidemiologists, infectious disease specialists, public health researchers, facilities managers, designers, architects and engineers, as well as its globally renowned expert co-chairs, including 17th U.S. Surgeon General Richard Carmona, Dr. Risa Lavizzo-Mourey, former head of the Robert Wood Johnson Foundation, Dr. Wang Yu, former Director General of the Chinese Center for Disease Control and Prevention, and Dr. Joseph G. Allen, Director of the Healthy Buildings program and an Associate Professor at Harvard's T. H. Chan School of Public Health.

In every moment, alongside our incredible community, we never stopped moving forward, always focused on the mission and mobilizing for market transformation.

In the sections below, we highlight the journey of 2021 in all its facets showcasing the work to create change and drive market transformation through WELL, through education and outreach, through health equity and ESG, through advocacy and alignment, and through leading by example.

And it goes without saying, that in all our work together, the movement has never been more united and more undaunted in our shared goal to forever transform health and well-being with our people-first approach to buildings, organizations and communities.

# 02. Market Transformation Through WELL



In a world turned upside down by the global pandemic and social injustice, organizations everywhere have been forced to reexamine their values, revisit their practices and rise to the challenge of radical transformation. WELL continued to anchor everything we do as we remained relentlessly focused on deploying people-first places everywhere to transform the market to a global culture of health.

# WELL by the Numbers

Strong tailwinds behind WELL enabled exponential market growth in 2021, a year when global adoption of WELL exceeded three billion square feet of space, setting the stage for market transformation.

3B

More than **3 BILLION SQ FT** of real estate enrolled in one or more WELL programs.

30K

WELL was applied in more than **30,000 LOCATIONS** of all space types.

109

WELL adoption spread to **109 COUNTRIES** or regions.

14M

Based on building occupancy, almost **14 MILLION PEOPLE** worldwide enjoyed WELL benefit.

1/5

Organizations, large or small, leveraged WELL to scale health impact including **ONE FIFTH** of Fortune 500 companies.

5M /DAY

On average, more than **FIVE MILLION** square feet enrolled with WELL every day.

Our achievement was delivered by working with organizations and professionals in every industry to make people-first places accessible to everyone, everywhere.

500

Over **500 WELL ADVISORY MEMBERS** from 40 countries provided expertise for the continuous evolution of WELL programs.

600

**600+ MEMBERS ON THE IWBI TASK FORCE** on COVID-19 & Other Respiratory Infections contributed to the publication of Prevention and Preparedness, Resilience and Recovery: An IWBI Special Report.

20.5K

Our community of WELL Accredited Professionals & exam registrants **EXCEEDED 20,500**.

52K

Trained and educated **52,000 professionals** through the WELL Faculty program, WELL at Scale offering, and IWBI webcasts or webinars.

# Enterprise-wide Approach to Well-being

Over the course of 2021, we experienced a sharp increase in demand for a holistic and scalable approach to places that prioritize health, well-being and performance. Science-backed WELL offerings rose to the need, empowering organizations around the world to leverage WELL and implement its evidence-based strategies, set human and social capital performance goals, track progress and celebrate impact.

**SINCE** 2019, we've been working with a host of organizations to support the adoption of WELL at the enterprise scale. WELL provides a roadmap to guide organizations on their enterprise-wide health and well-being journeys in a streamlined and cost-effective manner.

Early adopters like JLL and Lendlease led the way as first occupier and first owner, respectively, to earn a WELL Score across their portfolio of assets by implementing health and well-being strategies at scale. By the end of 2021, 27 organizations with 48 portfolios were enrolled in one or more WELL programs, representing more than 7,000 properties spread across 52 countries around the world and delivering health and well-being benefits to millions of their stakeholders.



The WELL Health-Safety Rating has been critical to our ability to support market leaders seeking to adopt an enterprise-wide approach. In total, more than 25,000 assets and 2.2 billion square feet of real estate across 100 countries were participating in the program by the end of the year. Companies that pursued the rating at an enterprise scale drove rapid uptake throughout the year. We welcomed professional sports stadiums, entire school districts, major hospitality brands and large commercial portfolios into our community via the rating, further demonstrating how companies embraced the rating to scale their WELL journey across their portfolios and organizations.

# Introducing WELL Enterprise Provider

To support the evolving WELL ecosystem, we launched a new partner network of WELL Enterprise Provider. WELL EPs are leading global organizations with the capabilities and capacity to support the adoption of WELL at scale. WELL EPs seamlessly integrate WELL solutions into their client services to advance health and well-being, helping companies meet their larger business objectives in areas such as environmental, social and governance (ESG) reporting, human and social capital management and workplace strategy and policy.

By the end of 2021, we had trained more than 500 leaders from all over the world who were working for WELL Enterprise Providers to deliver WELL at scale. Founding members of our WELL

EP community include: Ernst & Young LLP, CBRE, Cushman & Wakefield in the Americas, Global Green, Honeywell, JLL, Savills China, ARUP, HOK, PWC, Deloitte Canada, Gensler, M Moser Associates, Environmental Market Solutions Inc. (EMS), BEE Incorporations, Shanghai Research Institute of Building Sciences Co., Ltd (SRIBS), Shimizu, A SustainAble Production (ASAP), Ecoworks Studio, En3 Sustainability Solutions, TIANHUA Architecture Planning & Engineering Ltd., Yihua Real Estate Management (Shen Zhen) Ltd. and Beijing ZhongJianXie Certification Centre.



“The pandemic has significantly increased the desire for employers and employees to take steps to improve the health and safety of workplaces. We are incredibly excited to work with WELL as we continue helping companies support the growing demand for enhanced health, well-being and equity for employees, customers and communities. Our commitment to the value of the WELL offerings also includes the initiation of WELL certification programs for our own portfolio.”



**Francisco Acoba**  
Principal, Strategy & Transactions, Corporate Real Estate, EY and Workplace Reimagined Leader

# The IWBI Governance Council

The IWBI Governance Council continued its important work to uphold the integrity of our certification framework development process and accelerate the movement for people-first building practices at a global scale. The Council, which includes 10 members, is comprised of globally renowned thought leaders, public health professionals and business executives.

**IN 2021**, the Council provided invaluable feedback as it relates to the WELL Enterprise Provider structure, the forthcoming WELL Performance Rating and ongoing input into new WELL features, including guidance to increase stringency on the circadian light feature based on the latest research. In addition, several Council members have gone above and beyond in contributing to other IWBI endeavors, such as the IWBI's Task Force on COVID-19 and our Health Equity Advisory.



**Risa Lavizzo-Mourey, M.D., MBA**  
PIK Professor of Health Equity and Health Policy, University of Pennsylvania & Former President and CEO, The Robert Wood Johnson Foundation (RWJF)



**Mona Naqvi**  
Global Head of ESG Capital Markets Strategy, S&P Global



**Amit Bouri**  
Co-Founder and CEO, The GIIN



**Raymond Yau, Ph.D., MBA, BSc**  
General Manager, Technical Services & Sustainable Development, Swire Properties



**Richard Carmona, M.D., MPH, FACS**  
17th Surgeon General of the United States



**Nancy Roman**  
President and CEO Partnership for a Healthier America



**Stephen Huddart**  
Former President & CEO, The J.W. McConnell Family Foundation



**Avinash Rajagopal**  
Editor in Chief, Metropolis Magazine



**Davina Rooney**  
CEO, Green Building Council of Australia



**Rachel Hodgdon**  
President & CEO IWBI

# Expert Insights: Advisories

The cornerstone of all WELL offerings is co-creation with our community. The guidance provided by our IWBI Advisories helps raise the bar for high-performing buildings, communities and organizations around the world.

Along with 10 WELL Concept Advisories and our IWBI Research Advisory, we also added advisories focused on health equity, single-family homes and building performance.

With more than 500 advisors from 40+ countries, we've gained valuable input on solutions to health and well-being concerns, best practices for localization, case studies to fill research gaps and new pathways, ratings and opportunities to make healthier places accessible to everyone, everywhere. Our advisors help us navigate emerging challenges and rapidly develop new strategies to support our customers in these uncertain times.

Notably, our community helped inform the development of three new beta features or parts, including a Sound feature to support hearing health, an Innovation feature to reward carbon accounting, and a new part in a Community feature to address healthy entry requirements.

## Introducing the WELL Equity Advisory, Meet our Co-Chairs

The Health Equity Advisory is a group of more than 100 experts in diversity, equity, inclusion, accessibility and universal design to help us think about all of the ways in which WELL can support buildings and organizations in leveling the playing field and creating welcoming and inclusive environments for all, laying the groundwork for the development of the WELL Equity Rating.

The 45 co-chairs are experts in health equity, diversity and inclusion, community building, inclusive design and stakeholder engagement.



AJ Paron



Alexandra Rickham



Amit Bouri



Annie Donovan



Anthony Miles



Antoine Bryant



Antwi Akom



Atyia Martin



Avinash Rajagopal



Awatif Rashid AlSuwaidi



Bashar Wali



Carlton Brown



Carolina Kluff



Cheryl Durst



Chris Kmetz



Christian Benimana



Clare Newton



Dianne Dillon Ridgley



Dylan Hershkowitz



Esther Sternberg



Gil Bashe



JoAnn Neale



John Lewis



Jordan Howard



Kay Pearson



Ken Douglas



Kleo King



Luke Briscoe



Maria Vargas



Mary Jo Kreitzer



Matteo Zallio



Michael Ford



Mindy Fullilove



Mohanji



Nadine Augusta



Nancy Roman



Paul J Ayoub



Pierre Vigilance



Quency Phillips



Risa Lavizzo-Mourey



Sam Chandan



Sharrelle Barber



Sheila Nguyen



Todd Sears



Yele Aluko

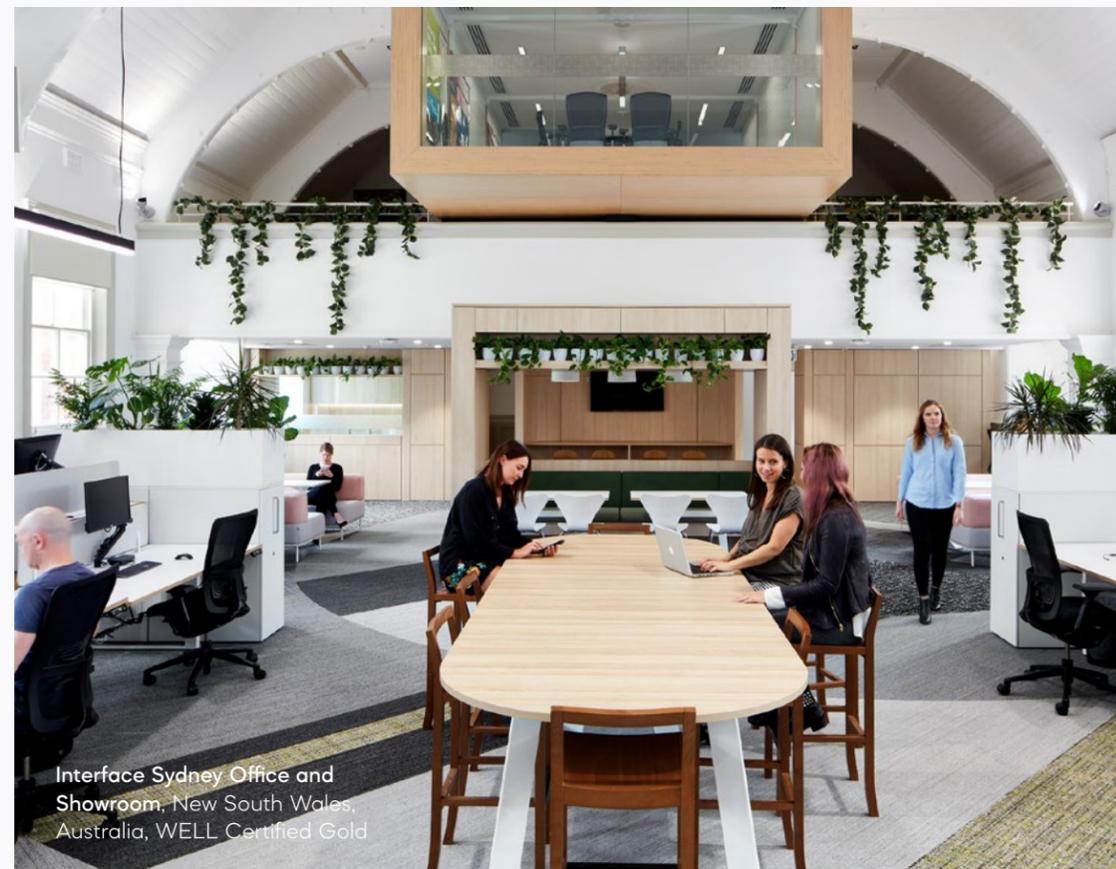
# A Commitment to Continuous Improvement

WELL is maintained and updated every quarter through the addenda process. The addenda reflect our commitment to continuous evolution, allowing us to improve WELL in response to what we—and our customers—have learned along the way. Addenda clarify feature language, introduce new pathways and respond to the latest research.



## Alignment with the UN Sustainable Development Goals (SDGs)

Strategies that support human health must go hand-in-hand with actions that aim to improve education, reduce inequality, catalyze economic growth, confront climate change and protect our environment. Recognizing these deep connections, IWBI sought to improve visibility on how WELL supports the [United Nations Sustainable Development Goals \(SDGs or Global Goals\)](#). [We mapped WELL across the SDGs, all 17 goals and down to their more specific 169 targets. Eighty-one percent of WELL features contribute to SDG targets.](#) The significant alignment highlights the comprehensive nature of WELL as an evidence-based tool that can help corporations make measurable progress in their journeys to advance the SDGs. In the digital version of the WELL Building Standard, IWBI visually tagged every WELL feature with the corresponding Goal it supports, making it easy for projects to select WELL features that help advance their SDG ambitions.



Interface Sydney Office and Showroom, New South Wales, Australia, WELL Certified Gold

## WELL Building Standard Achieves 100% Alignment with Federal Health and Well-Being Requirements

Earlier this year, the General Services Administration (GSA) released its Health and Wellness Guidance Crosswalk showing WELL as the [only system to attain 100% alignment](#) across the U.S. federal government's health and wellness requirements outlined in the Guiding Principles for Sustainable Federal Buildings.



The Federal Reserve Bank of San Francisco, Calif., achieved the WELL Health-Safety Rating for five of its West Coast locations

## New WELL Beta Feature Recognizes Climate Leadership

Climate change is the single greatest threat to public health of the 21st century, and we need to accelerate efforts to repair our relationship with the planet. [The Innovation Feature on Carbon Disclosure and Reduction](#) encourages and rewards organizations that assess and disclose their carbon emissions, set science-based reduction targets and move toward carbon neutrality. The beta feature focuses on direct climate action by holding organizations accountable to their actual greenhouse gas emissions and tracking their progress toward those targets.

# 03. Market Transformation Through Education and Outreach



**T**o the social determinants of health, where we spend our time and who we spend it with have a greater impact on our well-being than our DNA, lifestyle choices and access to healthcare combined. We're committed to making sure people have all the science-backed and evidence-based information they need to make decisions that benefit their health. We aggregate information and convene experts from the global community to assess, inform and develop timely resources to better equip those who make decisions about our buildings, communities and organizations.

During the health crisis, that work was more pressing than ever—but also, given the impossibility of in-person interactions, more difficult. So we rapidly expanded our digital presence, allowing us to provide rich content to bigger and broader audiences online than we ever could have in person. From free webcasts to taking our training virtual, never in our history have we reached so many people in such a short period of time.

<sup>1</sup>Data and information from the Center for Disease Control and Prevention

# Investing in the Changemakers of our Movement: WELL Accredited Professionals (APs)

WELL APs are a part of a coalition of individuals putting people first and helping others do the same. The WELL Accredited Professional credential designates expertise in WELL and a commitment to advancing human health and well-being across the world. Individuals across a host of industries, from design and architecture to human resources and real estate, earn the credential by passing a rigorous exam.



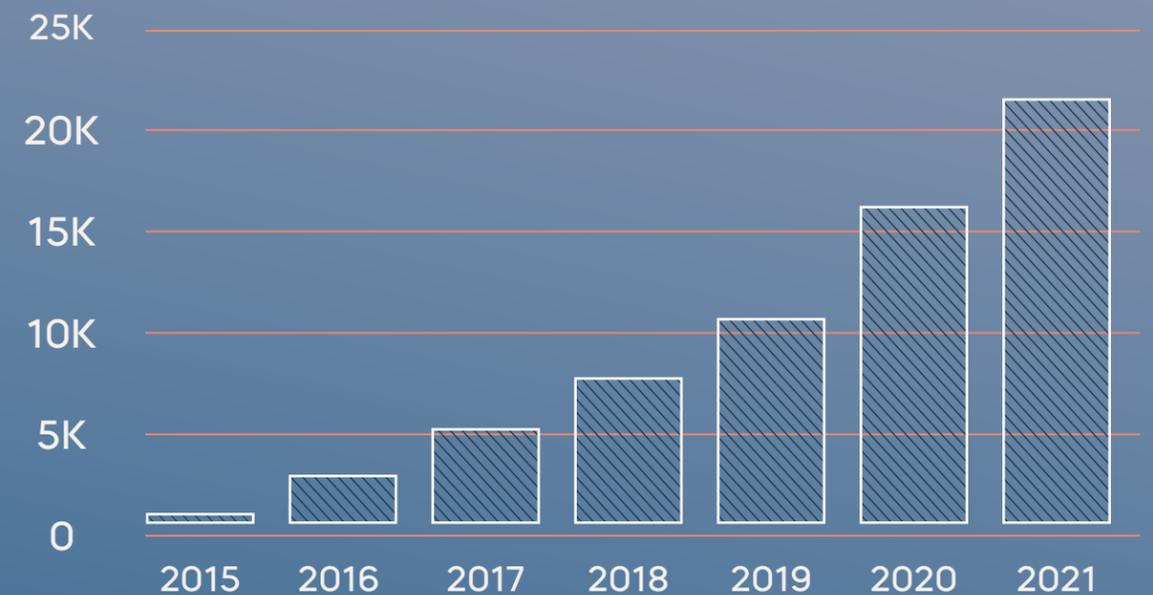
**AT** the end of 2021, we had nearly 20,500 credential holders and exam registrants from 117 countries. We enrolled individuals from 29 new countries, including Kazakhstan, Croatia, Iceland and Sudan—marking a 25 percent increase in global representation.

More than ever, it's critical that we support our community members with the knowledge they need to create healthier spaces. COVID-19 presented unprecedented barriers to professionals looking to advance their careers. In response, IWBI made our WELL AP credential more affordable and accessible to practitioners and relevant to new audiences. Working with our testing provider, we enabled registrants to sit for the exam from the comfort and safety of their own homes.

In 2021, we also updated the WELL AP exam to align with WELL v2. In the months leading up to the exam transition, we saw a record-breaking number of exam sessions: nearly 2,000 over two months. Over the course of the year, more than 6,000 people registered for the exam.

We're proud of the work we've done to make it more practical than ever for industry professionals and students alike to differentiate themselves in the job market and apply the knowledge needed to create healthier spaces and organizations.

THE GROWTH OF WELL AP COMMUNITY



# Educating our Community: Pivoting to Online and Collaboration with Universities

We depend on more than 230 WELL Faculty members to help us coordinate research efforts and develop educational resources. These internationally recognized teachers, instructors and facilitators have a passion for well-being that spans sectors, cultures and geographies.



Western Kentucky University, Ogden College Hall, Kentucky, USA. WELL Certified Gold

# 12K

In 2021, WELL Faculty provided education to nearly 12,000 people.

**WE** also increased our own webcast programming to share knowledge and stay connected to our global community. We hosted more than **20 webcasts** on a wide variety of topics, averaging **nearly 1,000 registrants per session**. Our staff in Asia-Pacific, Europe and the Middle East regions conducted a mix of in-person and online education sessions, engaging tens of thousands of community members eager to deploy their skills and leadership of people-first places across the continents.

In 2021, we partnered with university faculty to incorporate WELL into their course offerings. In September, IWBI and the College of Design, Construction and Planning at the University of Florida inaugurated their WELL Practicum, a course designed and led by WELL Faculty Bahar Armaghani, who is the director of University of Florida Sustainability and the Built Environment Program. The groundbreaking offering allows students to learn and directly apply their knowledge of the WELL Building Standard (WELL) concepts, improving their understanding of how design can serve as a public health intervention tool. In addition to the University of Florida, The University of Melbourne started offering Designing WELL as a credit-earning graduate course.

# Engaging the Movement:

## IWBI Membership

IWBI membership provides an opportunity to convene, celebrate and collaborate with companies and organizations who are leading the movement to advance human health in buildings and communities around the world. The member community has grown exponentially over 2021 with 184 active members.

As IWBI membership has grown, so too have the opportunities to come together to grow the movement. Members are increasingly finding new collaborative ways to advance our shared mission, from improving their own education offerings to taking steps to support and advocate for programs and policies that support people-first places. Many members have worked with us to advocate for sound public policy that would accelerate uptake and adoption of WELL-based strategies. For example, in October, IWBI joined with member company Johnson Controls at the International Code Council Public Comment Hearing to support first-of-their-kind indoor-air-quality related code proposals that aim to better safeguard occupants and prevent the spread of airborne contagions. Another example is our work with our member Global Green, an environmental nonprofit dedicated to helping people, places and the planet develop tools and resources that help cities better advance health and sustainability across municipal buildings, operations and planning.

# 184 active members.



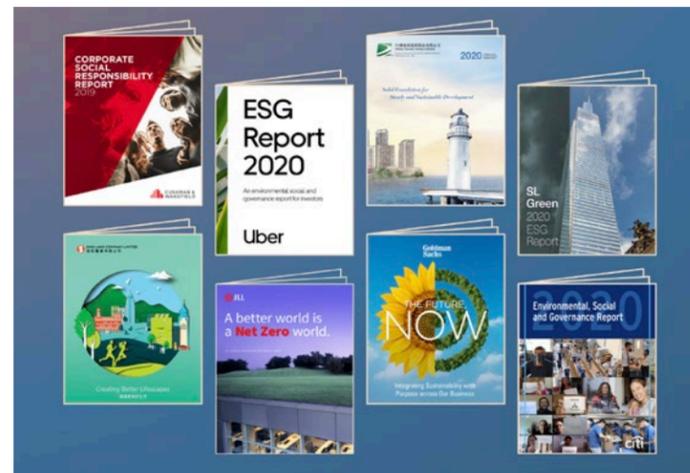
“Legrand is proud to have become a Keystone member of IWBI as it reflects our strong commitment to creating spaces that encourage greater wellbeing and productivity, and our desire to deepen our connection with other progressive organizations and individuals who share these same values.”

**Susan Rochford**  
VP, Energy Efficiency, Sustainability & Public Policy - Legrand



# Investing for Health: An IWBI initiative to elevate human health, well-being and equity across the investment landscape

For the past decade, IWBI has worked to transform health and well-being by using WELL and advancing our people-first approach to buildings, organizations and communities. At the organizational scale, we've seen up close how organizations investing in health can help companies reduce risk, improve environmental, social and governance (ESG) performance, demonstrate leadership and achieve resilience.



That's why in 2019, IWBI launched its Investing for Health initiative, to reimagine how the investment landscape could account for health, well-being and equity and demonstrate the materiality of health to an organization's bottom line. Unfortunately, health metrics have often been undervalued – even omitted – by ESG frameworks, underreported by companies and misunderstood by investors. Through this initiative, we've joined with capital market influencers, regulators, sustainability framework setters and leading corporations to highlight the intrinsic link between health and organizational performance.

This year, the initiative has made huge strides in its goal to elevate health across the investment landscape. Unlike any time before, investors, regulators and organizations are prioritizing non-financial indicators associated with health and other related human and social capital measures. More and more companies are investing in health to better assess risk and return, and demonstrate value and impact. As a result, human health and well-being (and, more broadly, human and social capital management) continues to gain recognition among regulators, investors and companies, as material to a business' bottom line.

## 'Putting the "H" in ESG'

In the past year, the pandemic put a spotlight on the inherent connection between population health and the economy. It also exposed just how much health has been underrepresented in investment criteria and ESG frameworks. The H, for health, is largely missing, yet is undeniably a critical factor for driving better performance. "The priority now is putting the H in ESG because health is integral to all three — the E, S and G," said IWBI's President and CEO Rachel Hodgdon in [comments to the U.S. Securities and Exchange Commission \(SEC\)](#). Working with partners over the course of the year, IWBI led work to highlight how health permeates all of ESG, and led several efforts to show how it can play an increasing role in how companies and shareholders assess where to invest in the years to come.

## Supporting an Evolving Regulatory Paradigm

In the past few years, federal lawmakers have also stepped into this space, looking for policy opportunities to improve financial reporting to appropriately value and recognize human and social capital. This year, IWBI worked closely to support the efforts of two prominent national lawmakers, Senator Mark Warner (VA) and [U.S. Rep. Cindy Axne](#) (IA), who teamed up on bicameral legislation that seeks to address how companies disclose and report on these key human capital factors. Their bill, the Workforce Investment Disclosure Act, would require public companies to disclose information about their management policies related to their workforces, including the investments they make on skills training, workforce safety and employee retention.

"The COVID-19 pandemic has only emphasized how important this information is, especially when it comes to workplace health and safety or the ability to work from home," said Rep. Axne upon reintroduction of the bill in May. While the bill has yet to pass, it continues to gain momentum in Congress and prompted increased interest by SEC Chair Gary Gensler, who in late 2021 signaled interest in more comprehensive and consistent human capital disclosure. "Investors want to better understand one of the most critical assets of a company: its people. I've asked staff to propose recommendations for the Commission's consideration on human capital disclosure," said Gensler. "This could include a number of metrics, such as workforce turnover; skills and development training; compensation, benefits, workforce demographics including diversity; and health and safety."

# Scaling a Global Conversation

Moving forward, we continue to work collaboratively to advance a global conversation about how to best bring transparency and standardization to how companies disclose their impact on health and well-being, improve accountability and encourage investments for health.

“We know that human health, safety, and well-being are material to businesses’ bottom line, and human-centered policy interventions are critical to improving employee health, engagement and productivity.”



Rachel Hodgdon  
President and CEO, IWBI

“Companies are being put under the microscope like never before regarding public health issues and the way they treat their employees. COVID-19 is providing us the roadmap and the blueprint to better integrate a more systemic and holistic understanding of health as it relates to the markets. This crisis has demonstrated the materiality of public health and how companies must lead moving forward.”



Mona Naqvi  
Global Head of ESG Capital Markets Strategy, S&P Global

“Investors want to better understand one of the most critical assets of a company: its people.”



Gary Gensler  
Chair of U.S. Securities and Exchange Commission

“I believe the market is poised for a sea change in accelerating buildings and organizations that benefit people as well as the planet. In the coming years, we’ll see real estate companies taking far greater action to support health, well-being and equity in their communities—with investors increasingly rewarding these behaviors.”



Dr. Matthew Trowbridge,  
Chief Medical Officer, IWBI

“We all know that companies with workers that are more productive and more engaged are going to do better, and practically every business I hear from says their people are their biggest asset. However, we don’t have consistent information to know which companies are taking that to heart. My bill would require disclosure from public companies to get more information about how they’re investing in their workers.”



U.S. Rep. Cindy Axne (Iowa)

“We’re already seeing a much stronger intentionality among investors as we think about how we’re going to recover from this crisis. How do we build back better? In doing so, how do we think about a more integrated way of not only investing to provide better healthcare, but more importantly to provide better health and well-being across the board? Investors play a critical role in driving that future.”



Amit Bouri  
CEO, Global Impact Investing Network

# 04. Continuing our Commitment to Research

Research is the backbone of everything we do. Our special talent, though, lies in translating research into practice, in taking the latest evidence and using it to codify practical, meaningful and achievable strategies for advancing human health and well-being through buildings, organizations and communities.



## Explaining the Science: Research Digests

In 2021, we completed a collection of in-depth [research digests](#) that take a deep dive into the evidence behind each feature across the 10 WELL concepts that underpin WELL v2.

The digests build foundational public health and building-science knowledge in a way that helps our users more easily prioritize features and advocate for WELL's evidence-based approach. Incorporating the consolidated research that underpins our 100+ WELL features, the digests include almost 3,000 citations of available scientific research, arming our community with practical strategies for making change as well as the evidence and science that speaks to their efficacy and veracity. The digests can be accessed feature by feature within the digital version of the WELL Building Standard or downloaded by concept.

# Convening the Experts and Catalyzing Change: The Global Research Agenda

2021 marked the third year of bringing together [IWBI's Research Advisory](#), a distinguished group of more than a dozen global advisors who come from a variety of disciplines and experience, from academia to government to industry. IWBI first convened this group in 2019 to highlight gaps in current research and advise on emerging research trends that help shape the future of the WELL.

**THE** advisory, alongside IWBI's research team, supported a signature effort to develop our Global Research Agenda, an interdisciplinary, global call to action to: support innovative health and built environment research, to unite disciplines across the fields of health, well-being and the built environment; and to translate research into practice.

We launched the culmination of over a year of analysis and evaluation, [IWBI's Global Research Agenda: Health, Well-being and the Built Environment](#), in February. This report provides a guiding document for research and industry to set priorities and advance the implementation of research addressing health, well-being and the built environment. Highlights of the report include an overview on the current state of translating research into action; identification of gaps and opportunities for academic, policy and financial settings; and a proposed Building Health Conceptual Model reflecting the latest research trends and evidence to help drive research programs and to support cross-disciplinary research.



The Global Research Agenda also identified and elevated 12 key impact topics that require additional study and were selected for inclusion for their relevance and timeliness related to current cross-cutting public health, environmental and social imperatives. They include: access to nature, acoustics, air quality, climate change, equity and inclusivity, infectious respiratory disease, materials, movement and physical activity, performance, stress, technology, and thriving and creativity. Throughout the year and into 2022, to highlight the importance of these topics, IWBI's research team created in-depth impact topic briefs, organized a series of webcasts with leading researchers and hosted a town hall with our larger research community.

# 05. Market Transformation through Advocacy

Movements, of course, are at their strongest when they're inclusive, collaborative and intersectional. To that end, we've ramped up our efforts to advocate for people-first places and enlisted the help of a robust group of key allies to increase our reach and impact.

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# Advocacy for People-First Places: Forging New Partnerships and Advancing Sound Public Policy

In late 2020, we announced a multi-year partnership with the National League of Cities (NLC), the voice of more than 2,400 cities, towns and villages in the United States, representing more than 200 million people. In

2021, the collaboration focused on supporting cities in their efforts to create safer, healthier places and accelerate systems of change to integrate health and well-being across the foundation of their communities. Together, we hosted joint events to educate, activate and inspire city leaders. This brought the leaders' perspective and insight to the forefront, while also exploring new opportunities to encourage cities to demonstrate leadership and address health, safety and equity challenges.



By partnering with NLC, IWBI also increased its direct engagement with local leaders. Serving as a foundation for much of IWBI's local advocacy was the passage of a seminal policy resolution by the U.S. Conference of Mayors (USCM), "Advancing Healthy Buildings in the Fight Against COVID-19," which endorsed the adoption of WELL and the WELL Health-Safety Rating. It also highlighted the importance of prioritizing policy and public funding to address critical building sectors, such as affordable housing, senior housing, hospitals and schools. The resolution paved the way for IWBI's 2021 engagement with local governments looking to design programs and adopt policies that leverage WELL to deliver the benefits of healthy buildings for their communities.

## Promoting Health at the Local Level: CINCINNATI 2030 District.



The Occupant Health Guide, released in collaboration with IWBI by the Cincinnati 2030 District, an organization with a mission to create a network of healthy, high-performing buildings in Cincinnati, OH, helps organizations prioritize healthy building design and operation strategies based on local health data. Cincinnati's Occupant Health Guide is the first instance where using WELL has been tailored to specific local public health needs and priorities. The Guide, which represents nearly two years of cross-sector collaboration, serves as a model for other cities and districts around the world aiming to bring attention to building practices that can most directly address local health concerns.



We took our advocacy to Capitol Hill, too, to work with national lawmakers who have increasingly set their sights on policy opportunities that can advance and support health and well-being in buildings, organizations and communities. Throughout 2021, we were encouraged by the progress across IWBI's healthy building policy priorities. These policy priorities are positioned to help strengthen our communities and better elevate health across several large federal investments, including support for critical facility improvements in schools, libraries, healthcare facilities, affordable housing and other critical infrastructure.

On the federal policy front, most notable this year was the passage in March of President Biden's signature recovery package, the American Rescue Plan Act of 2021, a \$1.9 trillion COVID-19 relief package intended to address the devastating economic and public health crises caused by the pandemic. In addition to \$122 billion for K-12 schools, the bill also included significant funding of \$40 billion for affordable housing and community development and \$350 billion to states, local governments, territories and tribal governments.



By the end of the summer, Congress was also able to overcome numerous political obstacles to pass a sweeping historic bipartisan infrastructure bill. The Infrastructure Investment and Jobs Act, signed into law on November 15, designated \$1.2 trillion for the nation's physical infrastructure, taking significant steps to address frequently failing infrastructure and building sectors in the most need. IWBI advocated for several new investments that were ultimately included in the bill in the support of building improvements designed to help integrate proven health and well-being strategies.

Along the way and across numerous venues and platforms, we advanced a robust advocacy agenda to lift the voice of our community and bring new legislative ideas to the fore, standing up key policy conversations on affordable housing, healthcare facilities, federal buildings and schools. We also joined with other like-minded groups to advance federal policy proposals that would create a multi-billion-dollar incentive to help businesses adopt healthy workplace strategies and interventions. While legislation has yet to pass, the proposals have both bipartisan and bicameral support and continue to gain momentum in the 117th Congress.

# Fighting for the Next Generation:

## Building Healthier Schools

The 50+ million K-12 students in the U.S. will spend more than 15,000 hours in a school by the time they graduate high school—that’s more time spent anywhere other than their own homes. We want these spaces, our children’s home away from home, to be as healthy as they can be, so we joined the Building America’s School Infrastructure Coalition (BASIC)—the nation’s leading non-partisan coalition of organizations that support federal funding to help under-served public school districts modernize and build K-12 public school facilities.

All year long, the coalition led the charge to champion for greater investments in K-12 schools, and put its full advocacy weight behind the Reopen and Rebuild America’s Schools Act, which would fund \$130 billion to address critical infrastructure needs in school facilities. Through webcasts and other congressional engagement, IWBI, as well as other members of BASIC, made the case for dedicated federal funding for school infrastructure, underscoring the dire need to

boost investment in our schools. Modernizing and replacing aging school buildings have been a priority—and can have a major impact on the health and performance of both students and staff. These efforts can also enable communities to conserve land, energy and water, reduce carbon emissions, and in the face of climate change, protect lives and reduce the level of relief funding needed following disasters.

“We can’t close the opportunity gap if low-income kids go to schools in buildings that undermine health and safety, while wealthier students get access to safe buildings with labs and technology that prepare them for the jobs of the future.”

**Miguel Cardona** Education Secretary

June 24, at the House Education and Labor Committee hearing on “Examining the Policies and Priorities of the U.S. Department of Education”



To sharpen the message to policymakers, IWBI led an effort last summer to update a seminal report on the State of Our Schools, the nation’s premier resource on the state of K-12 school facilities and their impact on student learning, student and staff health, and equity.

The [2021 State of Our Schools report](#), released in September and led by IWBI, the 21st Century Schools Fund, the National Council on School Facilities, alongside more than 30 endorsing organizations, found the country was under-investing in school buildings by a staggering \$85 billion every single year. This number is up from \$46 billion every year according to the 2016 version of the report. Districts are spending about \$110 billion every year on maintenance, operations, and capital construction—but the educational facilities standards for good stewardship necessitates nearly \$195 billion. The rise in the nation’s PK-12 gap has been brought on by increased school construction costs, building inventory increases, and a sharp decline in facility expenditures after the Great Recession.



### Fairfax County Earns the WELL Health-Safety Rating

In April, Fairfax County Public Schools (FCPS), one of the largest school districts in the country serving nearly 200,000 students, achieved the WELL Health-Safety Rating across its entire portfolio of 220+ schools and offices. “With this accomplishment, FCPS joins a community of organizations pushing the boundaries of what health and safety look like in a post-coronavirus environment,” said the announcement.

According to the report, the lack of funding and its consequences are not shared equally. Profound inequities were identified when comparing funding across demographic markers like socioeconomic status, race, ethnicity and location. Rural districts serving high-poverty public school communities, for example, have funded capital improvements at almost half the level of the national average—\$2.3 million on average per school compared to \$4.3 million per school.



**But there is a way forward.** If school districts across the nation dedicated 15 percent of recent federal COVID-relief funds in the Elementary and Secondary School Emergency Relief (ESSER) Fund to improving school facility conditions in low-wealth and high-need communities, they would have about \$30 billion over the next three years to reduce deferred maintenance and make their schools healthier and safer. Sadly, despite our impassioned advocacy efforts as part of the BASIC Coalition, the bipartisan infrastructure bill passed last year did not dedicate any additional dedicated funding to school facility infrastructure.

Upon the launch of the report, IWBI also launched a multilayered awareness campaign to call attention to the funding challenges so many school districts face and help catalyze action. A virtual satellite media tour featured our President and CEO Rachel Hodgdon, who was interviewed by 30 broadcast and radio media and reached 82 million people.

“The status quo is unsustainable. This (2021 State of Our School) report provides Congress and state leaders with a roadmap to address these daunting challenges to rebuild our nation’s schools for communities and families today and for generations to come.”

**Mary Filardo**  
Executive Director, 21st Century School Fund.



# Amplifying our Message

As the global pandemic dominated for two years, IWBI emerged as a trusted resource for information and perspective. News coverage was all-encompassing as journalists looked for guidance, expertise and solutions. Throughout this time, we've looked for every opportunity to share our community's expertise and celebrate key milestones.

**I**N 2021, we issued nearly 50 press releases and statements to provide important information, share our expertise and celebrate success across the movement. We garnered 22,000 placements across hundreds of publications and outlets. Our media coverage has included articles in top consumer and financial platforms like the *Wall Street Journal*, *Forbes*, *Fast Company*, *Wired*, *CNN*, *BBC World News*, *Fifth Estate* and *CBS Sports*, with additional media placements in trade and industry-specific publications such as *BISNOW*, *Buildings*, *Metropolis*, *Crain's* and *Property Week*, among others.

Our media impressions topped 23 billion globally, exposing critical audiences to our work and our progress. The United States led on global media coverage, followed by the United Kingdom, Spain, Germany, Japan, China, India and Thailand.

Certainly, our consumer awareness campaign made a tremendous impact on our visibility. The broadcast reached 165 million people in the U.S., and millions more across PR, broadcast, digital, social and website traffic. The campaign video was ranked as the [most viewed public service announcement in 2021](#) in American advertising, according to online magazine SHOOT.

In 2021, we launched two enterprise campaigns to support the return to in-person learning and to encourage safeguarding the start of sports. Our "Reopening the Right Way" U.S.-based campaign was focused on supporting school leaders by empowering them with the knowledge and tools to help prioritize student safety when getting back to the classroom. That spring, we also formed a global coalition of sports-focused non-profit organizations, a first-of-its-kind effort to bring together voices from the sports and sustainability global community to advocate for a safer return to stadiums and arenas.

# 23B

MEDIA IMPRESSIONS

# 22K

PLACEMENTS across hundreds of publications and outlets

# 165B

reached 165M PEOPLE in the U.S.

**WIRED**

FASTCOMPANY

**BBC**

THE WALL STREET JOURNAL.

CNN

The New York Times

# 06. Market Transformation Through Engagement and Leadership

We feel fortunate to be living through a moment when so many people and organizations are seeking ways to be more responsible global citizens. We are constantly looking for opportunities to lend our energy to these efforts. We do so by advancing our shared goals through engagement and collaboration with key partners, from global entities like the UN to local NGOs, from professional associations to certification bodies.



# Global Engagement: Upholding our Commitment to the UN Global Compact

In 2019, IWBI signed on as a participant in the [United Nations Global Compact](#), the world’s largest corporate citizenship initiative. We joined thousands of companies and civil society organizations committed to fulfilling our fundamental responsibilities in the areas of environment, human rights, labor and corporate governance. In our commitment to the tenets of Global Compact, we continued to drive significant progress this year in each of these areas.

At the October 2021 milestone of the **Climate Action Pursuit**—hosted by **Second Nature** and the **Intentional Endowments Network (IEN)**—IWBI President and CEO Rachel Hodgdon led a keynote fireside chat with **Mark Chambers**, who serves as President Biden’s Senior Director for Building Emissions and Community Resilience at the White House. The discussion spanned the intersectionality of climate, health and justice in the built environment.



## Spurring New Research: Climate Change Impact Topic

With the release of our **Global Research Agenda**, we identified **12 impact topics**, representing key cross-disciplinary research areas for further exploration. The first impact topic in 2021 was climate change. To showcase the topic, IWBI hosted an important webcast to illustrate how environmental and human health research can support the fight against climate change. The research team also published an **Impact Brief** to highlight research gaps and opportunities, sample research questions as well as tools, case studies and other resources to catalyze change.



### Environment

We believe strategies that support human health must go hand in hand with actions that confront climate change and protect our environment. That’s why the WELL Building Standard aligns with leading green building rating systems and recognizes projects that balance a commitment to environmental sustainability with a commitment to human health.

Through **WELL Crosswalks**, we identify synergies between WELL and other green and sustainability standards, streamlining efforts for projects seeking dual certifications. Following the launch of WELL v2, we announced new crosswalks with LEED, BREEAM, Green Star, RESET and NABERS rating systems. These new resources offer projects pursuing WELL Certification the most up-to-date, flexible tools to achieve a dual certification and demonstrate their commitments to preserving energy and promoting health and well-being.

We introduced a new **Innovation Feature on Carbon Disclosure and Reduction**, which rewards organizations demonstrating leadership to assess and disclose their carbon emissions, set science-based reduction targets and move toward carbon neutrality.

We also led by example. In our offices, we continue to reduce single-use plastic containers and food packaging, compost food scraps, specify the use of nontoxic products, purchase fresh produce from farmers and local green markets, subsidize bike-sharing programs and promote active commuting, among other practices. Our New York City headquarters, in a 1917 historic building, is not only WELL Certified at the Platinum level, but also became WELL Health-Safety Rated in 2021.



## Human Rights

The [UN Committee on Economic, Social and Cultural Rights](#) once stated: “Health is a fundamental human right indispensable for the exercise of other human rights. Every human being is entitled to the enjoyment of the highest attainable standard of health conducive to living a life in dignity.”

**That belief helps fuel all of our work.** Every offering we develop, every cause we champion and every initiative we lead is focused on shaping our environments so that humans can live their healthiest, best lives.

**Low-income communities frequently bear the disproportionate burden of health issues** because of environmental degradation, lack of access to healthcare and systemic inequities, all of which are exacerbated by low-quality, unstable housing.

To address this challenge, IWBI announced a groundbreaking partnership with Enterprise Community Partners (Enterprise) in 2019 to create a best-in-class joint certification pathway through Enterprise’s Green Communities™ Criteria and WELL v2. In short, the partnership paved the way for affordable housing projects that certify Green Communities to also be simultaneously certified by WELL. This year, we helped select 20 affordable housing developments comprising more than 500 new and rehabilitated homes across 12 states and the District of Columbia to become early adopters of the new joint certification program, representing developments spanning urban, suburban and rural landscapes. As this inaugural cohort comes online, it will not only pioneer the joint certification, but define a new model for accelerating healthy, sustainable, affordable homes.

“Fifteen years ago, Enterprise Green Communities was a breakthrough for green affordable homes. Today it’s a national standard. As we confront the impacts of climate change, we look forward to continuing our partnership with IWBI to bring the benefits of sustainable, healthy and resilient homes to every community.”

**Priscilla Almodovar**  
Enterprise Community Partners  
President and Chief Executive Officer



## Labor

**Our policies and practices put people first in a variety of ways.** Our employee benefits program, anti-discrimination and anti-harassment policies, and employee programming go beyond keeping employees safe. We prioritize individual employees’ needs by creating an energizing work environment that promotes holistic physical and mental well-being.

**We have long invested in the personal health of our team through our #WeAreWell initiative**—which includes benefits like weekly community lunches featuring healthy food, sit-stand desks and balance boards, group participation in fitness activities and subsidized fitness memberships. We carried this through as we went remote by providing stipends for acquiring ergonomic furniture for home offices, online fitness classes and stress reduction workshops and access to meditation apps.

**Our team also participated in a series of training sessions on mental resilience, hosted in collaboration with Rex Miller**, principal and thought leader at MindShift, and Dr. Jeff Jernigan, professional coach and licensed counselor. Teams were also offered the opportunity to participate in smaller, more focused group sessions. We adopted “Quiet Fridays” to allocate time without meetings for staff to focus on independent work, as well as encourage staff to take time off during the summer months.

**Our push for better labor practices also extends beyond our own offices to our partners and vendors.** WELL v2 includes strategies that aim to advance health by setting performance standards for design interventions and operational protocols and policies to foster a culture of health and well-being. WELL v2 challenges organizations to meet standards of responsible behavior, including a new beta feature on [Responsible Labor Practices](#). This beta feature promotes organizational commitment to responsible labor practices in order to address modern slavery in the supply chain and support human rights.



## Corporate Governance

As a public benefit corporation, IWBI is obligated to consider the interests of all stakeholders, maintain a public benefit purpose and operate in a responsible and sustainable manner. We fulfill our public benefit mission by supporting global adoption of health and well-being strategies found in WELL, as measured by the numbers of people and places impacted. Our corporate governance includes, among other things, codes of conduct and mechanisms to promote transparency in leadership.

We expect all our employees and representatives to conduct business in accordance with both the highest standards of ethical behavior and all applicable laws and company policies, including those laws and policies relating to anti-bribery and corruption. All employees and representatives undergo mandatory annual trainings, including comprehensive global bribery and anti-corruption training.

“Behind our life-saving work are our donors, like IWBI, whose generosity fuels our provision of urgently needed medicine, supplies, and dedicated staff to tackle outbreaks, assist with maternal care, or conduct life saving surgeries in the most challenging conditions.”

**Avril Benoît**  
Executive Director of Doctors Without Borders/Médecins Sans Frontières in the United States (MSF-USA)



## Giving Back through Service

We take our leadership responsibilities seriously. Part of that responsibility is to support our communities through education and volunteer service. It also requires us to amplify our voice across new audiences, platforms and communities. And we must be sure that our own organizational infrastructure supports our ability to meet challenges head on through cultivation of leaders with the vision and expertise to navigate these uncertain times.

To increase the availability of WELL solutions around the world, we continued to provide a 35 percent discount to emerging markets and select sectors. Health is for everyone. From small businesses and non-profit organizations to schools and affordable housing, we're committed to making the power of WELL more accessible to all.

As part of our efforts to alleviate the impacts of COVID-19 around the world, we also donated 20 percent of WELL AP registration fees in the 12 months leading up to April 2021 to Doctors Without Borders, Médecins Sans Frontières (MSF) in support of their COVID-19 response.

Every year, we match employee contributions to nonprofits and philanthropic organizations whose missions they support.

In 2021, IWBI staff contributed to 39 charitable organizations. With IWBI's matching program, the total donation of \$7,800 supported organizations working in humanitarian efforts including: racial and social justice issues; hunger and homelessness; refugee resettlement; care and financial support for single mothers; at-risk children and domestic violence victims; health care, education and research; environmentalism and sustainability; and media. As an organization, IWBI also donated \$25,000 to the International Rescue Committee to support the efforts in Afghanistan to feed Afghans, meet their basic needs and help resettle Afghan refugees in the U.S. and other countries.

Throughout the year, IWBI employees used their Volunteer Time Off (VTO) to assist community organizations working in the areas of food insecurity, homelessness, urban gardening, education, community social support, adult education, recreation programs, blood banking, energy sustainability and more. In our first in-person team volunteer opportunity in 2021, New York-based IWBI staff members participated in a Juneteenth Day of Service with the sustainability organization Earth Matter NY, to support activities at its Compost Learning Center on Governors Island.

# Leading by Example

We are humbled by the wide recognition we've received for our contributions to innovation and customer experience and our work in helping create a global culture of health. The WELL Health-Safety Rating received an Honorable Mention in Fast Company's 2021 World Changing Ideas Awards. The rating was recognized in the Spaces, Places and Cities category for playing an important role in building a better world now and as we emerge from the COVID-19 crisis.

**WE** received an amNewYork Top Workplaces 2021 Award recognizing our leading workplace culture, and two separate prizes in the 15th annual Stevie Awards for Sales & Customer Service. "We Are WELL" won the Stevie Awards silver medal for Customer Service Success, while the WELL Health-Safety Rating received a bronze recognition in the category of Most Valuable Response by a Business Development Team. In March, IWBI was selected as a winner of the InsideOut Mental Health Awards. This global award celebrates mental health and those organizations and individuals who champion it. IWBI was awarded the Third Party Influence Award, which was presented to the employer who has best influenced mental health beyond its own walls and to their client base.

Our President and CEO Rachel Hodgdon garnered recognition for her outstanding leadership in advancing people-first places around the globe through WELL, promoting diversity, equity and inclusion, and her extraordinary influence as a female business leader. In 2021, she was named Individual Leader of the Year by Global Good Awards. She was also recognized by Crain's with the Notable LGBTQ Leader & Executives Award. She also received the Female Executive of the Year by the Stevie Award for Women in Business and the Executive Hero of the Year Bronze Globe for turning a tactical COVID-19 response into a strategic long-term asset, among other recognitions.



**International WELL Building Institute** named one of **AM Metro NY Top Workplaces 2021**



**Rachel Hodgdon**  
President and CEO, International WELL Building Institute

- Female Executive of the Year**  
Stevie Award for Women in Business
- Notable LGBTQ Leader**  
Crain's New York Business 2021
- Individual Leader of the Year**  
Global Good Awards

**CONGRATULATIONS IWBI**



**BRONZE 2021 STEVIE WINNER FOR SALES & CUSTOMER SERVICE**

We are WELL  
Customer Service Success  
All other Industries



**SILVER 2021 STEVIE WINNER FOR SALES & CUSTOMER SERVICE**

WELL Health-Safety Rating  
Most Valuable Response by a Business Development Team

# 07. Conclusion

It's clear that our future will include forever-elevated awareness of the spaces and the people around us. We need to make sure that the lessons we've learned about the effects our environment has on our well-being are not only remembered but applied. And we must remain accountable—to each other and to ourselves—and invest in creating a future where people-first places are how we strengthen our minds, our bodies, and our connections with each other.

As an organization, we are proud of the work we did in 2021. And we set our ambitions even higher for 2022—with thousands, with us. We're grateful for our robust community, our WELL APs and faculty, our committed volunteers serving on Advisories and task forces, our members and customers, and every one of you for your contributions to our movement.

Together, we'll  
go even further  
in 2022.

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### **About the International WELL Building Institute**

The International WELL Building Institute (IWBI) is a public benefit corporation and the world's leading organization focused on deploying people-first places to advance a global culture of health. IWBI mobilizes its community through the administration of the WELL Building Standard (WELL) and the WELL Health-Safety Rating, management of the WELL AP credential, the pursuit of applicable research, the development of educational resources, and advocacy for policies that promote health and well-being everywhere.

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