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LETTER FROM THE CEO

Welcome to the Teladoc Health inaugural corporate social responsibility report

We’ve created this report to highlight how Teladoc Health lives our values as a company through policies, governance and deliberate investment in operating responsibly and sustainably. We are committed to making a positive impact in society and, perhaps even more importantly, to encouraging others of like mind and spirit to join us in this critical work.

In 2020, the coronavirus pandemic accelerated the tremendous need that so many of our fellow citizens continue to face around the world as we confront a confluence of health, racial and economic challenges unprecedented in our lifetimes. As this unique environment has been an unequivocal accelerant for the adoption of virtual care, it has also accelerated the impact Teladoc Health is positioned to make in our communities. Now more than ever, Teladoc Health employees recognize that—as the global leader in the virtual delivery and enablement of whole-person care—our responsibility to create and sustain real change in the world has also grown. This is a responsibility we wholeheartedly embrace.

This report reflects where we are today as we build trust within our communities and transform health and healthcare for those we serve, and as we bring three legacy companies (InTouch Health, Livongo and Teladoc Health) together to become one. It also points to where we are headed: As we continue to grow, the scope of our corporate social responsibility will also grow—reflecting the commitment of our colleagues around the globe and the mission, values and culture that guide our actions every day. This report is a down payment on our commitment and the first of what will be regular updates on how we are contributing to a better world.

We hope you enjoy the report. And we hope it inspires you to join us on our mission.

The people of Teladoc Health are committed, now more than ever, to use our position as a global company to expand equitable access to care and create a world where everyone has an opportunity to attain their full health potential.

Jason Gorevic,
Chief Executive Officer

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Our mission is to empower all people everywhere to live their healthiest lives

Every day, we aim to bring our mission to life to benefit and serve our stakeholders around the globe.

**For consumers**
by providing and empowering the care they need to make it safe, easy and affordable for them to take care of their health with confidence.

**For clients**
by being trusted partners, delivering valued healthcare solutions for the populations they serve around the world.

**For colleagues**
by creating an opportunity to be a difference-maker at scale, to change people's lives for better and to thrive in an inclusive work environment united by a common mission.

**For care providers**
by enabling a transformation in how, where and for whom they can provide care.

**For global communities**
by breaking down historical barriers to better health through equitable and sustainable access to quality healthcare for all.

**For shareholders**
by delivering sustained value and excellence in responsible corporate governance.

**Our values**

- We are passionate about **taking care** of people
- We are committed to **unsurpassed quality**
- We keep **our promises**
- We lead with **integrity, accountability** and **transparency**
- We stand up for **what’s right**
- We strive to **create value**
- We **respect** each other and value **succeeding together**
Addressing COVID-19

While the full impact of the COVID-19 pandemic is still unfolding, it bears addressing. Clearly, its often-tragic effect on the lives of people around the world, and on the healthcare system as a whole, is undeniable.

Teladoc Health is incredibly proud of how our team has mobilized to help millions of people in their moments of greatest need from the outset of the pandemic—from people seeking care to our clients and health provider partners, our employees and our communities.

We have and will continue to:

Be a reliable resource to public health organizations and governments

In the United States, our clinical quality leadership team partners actively with the Centers for Disease Control and Prevention (CDC) to provide near-real-time disease-surveillance data and works to make sure the latest disease-specific clinical protocols are shared with our clinical teams delivering care.

We support legislative inquiry and policy considerations through our participation in the United States House Ways & Means Committee Rural and Underserved Communities Health Task Force roundtable, “Examining the Role of Telehealth During COVID-19 and Beyond.”

Expand healthcare capacity around the world

As healthcare systems have struggled to handle the massive and abrupt spike in need, virtual care has provided an essential way to maintain and extend the capacity of the healthcare system. We have not only helped people access care virtually, expediting access to care while many have been quarantined, we have also helped thousands of physicians and therapists continue to provide care when office-based care capacity was reduced and risky.

Additionally, we have also seen people increasingly turn to virtual care for mental health support as the pandemic continues. At a time when people need whole-person healthcare, both physical and mental, more than ever, we’ve played a part in meaningfully supporting those needs.

Protect healthcare workers

In response to the COVID-19 outbreak, Teladoc Health has deployed thousands of telehealth devices around the world—as well as software that enables virtual care on any device—and waived access fees for healthcare providers. Our response aims to ensure that healthcare providers and those on the front lines of the global pandemic are equipped to treat patients while limiting the threat of exposure or transmission of the virus.

Early on, we rapidly expanded both our own physician network and those of hospitals and physician groups around the country. We worked with health systems to set up nearly 30 COVID-19 clinics in a matter of days, and in one case were able to onboard all 11,000 of a health system’s doctors to our virtual care enablement platform within days, enabling 100% of those doctors to deliver virtual care almost immediately.
Our priorities align with the U.N. Sustainable Development Goals, “the blueprint to achieve a better and more sustainable future for all.” We embrace each of the 17 goals and specifically prioritize five of them, which we highlight in this report:

Our priorities are to:

- Take care of people
- Build trust and operate with responsibility
- Have a positive impact in our communities

The information highlighted in this report reflects the Teladoc Health position at the intersection of the Sustainability Accounting Standards Board (SASB) Health Care Delivery and Software & IT Services sector standards. Data in this report is based on Teladoc Health internal reporting.

The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.
TAKING CARE OF PEOPLE

We are passionate about this responsibility and committed to taking care of the people who rely on us by:

**Delivering** whole-person care at scale to help people maintain their health and to prevent, manage and treat disease

**Enabling** an elevated practice of medicine, connecting care teams and health systems to encourage collaborative care equipped with the information, expertise and insights to provide the best care possible

**Empowering** people with the information, experience and tools that make it easy to take care of their health with confidence, helping them spend more time doing what they love in life

We execute on these commitments through a focus on **increasing equitable access to care** and **improving the quality of care**

Taking care of people

Millions of people turn to us every year to address their wide-ranging healthcare needs: from urgent care that can be provided virtually and ongoing mental health support, to help managing their chronic conditions and understanding treatment options when confronting a serious diagnosis.
Increasing equitable access to care

We have long viewed virtual care as the great equalizer in broadening access to affordable, high-quality healthcare. In a world where the health, economic and racial challenges we face have all come under broader public awareness and scrutiny, we are committed to delivering a solution that breaks down barriers to access and cost disparities that too often prevent people from getting care when they need it.

This is an awesome opportunity and responsibility. We are deeply committed to breaking down these barriers across social, economic, demographic and geographic groups and have taken specific steps to create a world where everyone has an opportunity to attain their full health potential.

While our work to increase equitable access to care is ongoing, and we strive for continuous improvement and impact, we’re proud of the impact we already have today.

Sustainable and scalable care delivery
Virtual care is an environmentally sound way of growing the capacity of the global healthcare system. Consider just one example: the tremendous opportunity virtual healthcare affords to reduce carbon dioxide (CO₂) emissions. With this in mind, both our actual and potential impact is substantial.

We estimate that 5,000 metric tons of CO₂ emissions are avoided for every 1M virtual visits

Advocating for access
Teladoc Health has a long history of advocating for individuals and care providers through our engagement with elected officials at the national and local levels. Our leadership in supporting legislative and public health policy change—such as offering advisory support to legislators and public health advocacy groups to advance our regulatory perspectives on virtual care—has been critical to increasing access to care at an affordable price for people around the world, and especially in the United States.

Access impact

• Conducting more than 10 million visits in 2020.
• Serving as a lifeline for more people in “healthcare deserts.” Nearly 5 million of our members live in areas with low primary care coverage.
• Building greater access to mental health treatment. Forty percent of people who have sought mental health treatment through Teladoc Health said they would not have received care without a virtual option.
Delivering inclusive care
Our employees and network of healthcare providers form an inclusive community that helps foster a healthcare environment that is both safe and welcoming. Together, we represent a variety of races, cultural backgrounds, nationalities, sexual orientations and gender identities. Our community’s diversity reflects the diverse healthcare needs of those we serve, and we are committed to this extended reach as it supports our goal of compassionate and collaborative care—care that excludes no one and respects all people.

Inclusivity in action
• In 2020, we published Community Guidelines to communicate and commit to the standards to which we hold ourselves, healthcare providers and our members. We live by these guidelines, which have been crafted to inspire respectful, positive and inclusive interactions in all aspects of our work.

• As a member of the Gold Corporate Council, we have joined other healthcare industry leaders in elevating the importance of human connection in healthcare. This initiative is part of our ongoing commitment to fostering a safe and trusting experience for people and supporting healthcare providers in their practice.

• Our Transgender and Intersex Medical Advocacy Program (TIMAP) offers a dedicated team of healthcare providers with years of transgender/intersex experience to help individuals considering transition, or those who are in process or have already transitioned, to access care related to their transition. TIMAP also helps them identify trans-friendly providers, advocates on their behalf, and offers care continuity to enable a world of healthcare with security, dignity and respect.

Training & education
• We provide healthcare providers within Teladoc Health Medical Group’s Telemedicine Practice with access to training and resources specifically dedicated to helping providers continuously build on their ability to meet the often-unique whole-person health needs of the LGBTQ+ community.

• We require each of our physicians and therapists to adhere to our culturally and linguistically appropriate services (CLAS) policy by providing services that are respectful of and responsive to individual cultural beliefs and practices, preferred languages, health literacy levels and communication needs.

• We conduct annual, mandatory training for our United States employees on culturally and linguistically appropriate services.
Improving the quality of care

In addition to our focus on delivering quality care in each of the health interactions we have with people every year, we also recognize our tremendous opportunity to advance best practices in quality standards for our partner communities and the people we serve. To meet that opportunity, we have formalized several distinct bodies charged with governance, thought leadership and consumer-centered care delivery.

- Our commitment is led by the **Teladoc Health Medical Group**, a virtual practice comprising thousands of physicians, therapists and nurses who are committed to delivering high-quality, consumer-centered virtual care.

- The **Quality & Patient Safety Committee** of our board of directors, chaired by Senator Dr. Bill Frist, the charter of which is to review and advise on the company’s global policies and procedures relating to the healthcare we deliver. The committee reviews quarterly updates on performance from the company, as well as an annual report to the full board of directors.

- The **Teladoc Health Medical Advisory Board** is a mission-driven group of esteemed medical experts passionate about the advancement of virtual care. Our work with this group of clinical leaders aims to enrich our collective perspective on the practice of virtual care and inform our actions. Board members convene quarterly to discuss clinical quality enhancements, share emerging trends and innovations and provide insights on opportunities in advancing virtual care.
The Teladoc Health commitment to improving quality of care through research, education and partnerships with academic and medical institutions around the world aims to create experiences that optimize health outcomes and advance the practice of medicine.

**The Institute of Patient Safety and Quality in Virtual Care**

In 2019, Teladoc Health established the Institute of Patient Safety and Quality in Virtual Care as the United States’ first Patient Safety Organization (PSO) dedicated to virtual care. The institute is part of an elite roster of PSOs commissioned by the United States Congress to study and implement quality-forward initiatives. We support research needs and goals for virtual care by partnering with well-recognized healthcare leaders—ranging from large health systems to non-profit associations and organizations committed to advancing quality care to governmental public health institutions.

Additionally, the PSO contracts with independent researchers and clinicians to collect, aggregate, report and analyze data, gaining valuable insights that will drive quality improvements.

**Antibiotic-prescribing quality initiative**

Antibiotic resistance is a growing public health threat, and we recognize our responsibility to help slow antibiotic resistance through stewardship and appropriate prescribing. Teladoc Health has implemented numerous initiatives in support of our commitment to antibiotic stewardship, including:

- Implementation of evidence-based guidelines for antibiotics prescribing, including those specific to pediatrics
- The use of proprietary data and analytics to monitor prescribing patterns and develop new, effective quality improvement initiatives
- Proactive, ongoing physician education and consumer education on appropriate antibiotic prescribing and usage

Antibiotic stewardship is a key priority for the PSO. Since 2018, Teladoc Health, in partnership with the University of Southern California (USC) Schaeffer Center for Health Policy & Economics and Northwestern University, has led the first-ever, large-scale, real-world, random, controlled trial to evaluate the impact of previously studied support nudges to improve antibiotic prescribing practices in telehealth. This five-year project, funded through a grant from the Department of Health and Human Services’ Agency for Healthcare Research and Quality (AHRQ) is part of the White House’s National Action Plan for Combating Antibiotic-Resistant Bacteria (CARB). We expect this study to set a new precedent in medical literature by adding specific standards for telehealth.

In 2020, Teladoc Health, in collaboration with our academic partners at USC, has also received an additional AHRQ-funded R01 competitive grant to support a new, multi-aim project to gauge the impact of the COVID-19 pandemic and telehealth on utilization, outcomes, disparities and public health surveillance.

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Trust & responsibility

Consistent with our shared values as an organization, at Teladoc Health we strive to lead with integrity, accountability and transparency. We work hard every day to earn the trust of our customers, providers, clients, investors and employees by focusing on the following priorities.

We stand up for what’s right

We respect each other and value succeeding together

We lead with integrity, accountability and transparency
Operating ethically & responsibly

Guided by our leadership and our board of directors, we are committed to operating ethically, legally and responsibly across all aspects of our business operations.

Our Corporate Governance Guidelines and Code of Business Conduct and Ethics outline the details of this commitment to our customers, shareholders and employees. We conduct risk assessments on an ongoing basis informed by the guidelines and the code, and our dedicated enterprise risk management team provides quarterly updates on performance to the audit subcommittee of the board, as well as an annual report to the full board. We conduct mandatory annual training for all employees on the importance of full compliance with these principles.

The overarching principles of our code of conduct include:
- We comply with laws, rules and regulations
- We respect each other and value succeeding together
- We treat third parties fairly and keep our promises
- We stand up for what’s right and report compliance violations
Ensuring security & privacy

As a care provider, we recognize that maintaining the privacy and security of customer data is not only the law, it’s the right thing to do. Every member of our team plays a vital role in keeping people’s information safe, and we arm every member of our team with the training and tools to help them operate responsibly.

Data security & privacy

Overseen by our chief information security officer, we have invested in a robust information security program. Teladoc Health is HITRUST CSF certified. The HITRUST CSF addresses a multitude of security, privacy and regulatory challenges. It includes United States federal and state regulations, standards and frameworks, and incorporates a risk-based approach with a comprehensive and flexible framework of prescriptive and scalable security controls.

Teladoc Health leverages the National Institute of Standards and Technology (NIST) Cybersecurity Framework as the baseline for our information security program. Teladoc Health regularly monitors threat intelligence feeds and industry trends to identify the greatest potential risks to our operation in order to maintain and evolve the controls necessary to defend against the modern threats we face (SASB TC-SI-230a.2).

Our data security and privacy practices have helped us to avoid any data breaches, and we have had no monetary losses from legal proceedings associated with data security and privacy (SASB TC-SI-230a.1, TC-SI-220a.3, HC-DY-230a.3, HC-DY-230a.4).

Further, we recognize the trust people put in us when they share their private information. Teladoc Health does not sell and has not sold any personal information in the preceding twelve months. We are committed to being transparent about our use of data in our marketing and communication efforts. For more information about our privacy practices, see our Notice of Privacy Practices.

Managing systemic risks from technology disruptions

Teladoc Health has developed a redundant and resilient platform to eliminate downtime to its operations when performing planned maintenance and upgrades. Any service disruptions over the past five years—including access to our 24x7x365 call center—can be measured in minutes (SASB TC-SI-550a.1).

The most significant risk to the potential disruption of our operations is a catastrophic natural weather event. Teladoc Health performs regularly scheduled site-switching exercises throughout the year to test our resiliency while recognizing the risk to delivery of service is extremely low, given our reliance on a public cloud provider, which gives us global redundancy (SASB TC-SI-550a.2).
Responsible innovation

As we continue to invest in the development of innovative technology that improves people’s health and lives, we equally prioritize ensuring that these solutions are ethical, safe and equitable. Our research and development efforts, from creating and leveraging AI and analytics technologies to charting new possibilities for virtual care, are guided by the following principles:

- We are committed to designing experiences and tools that protect customer privacy and safety, that are grounded in proven medical and data science, and that neither create nor reinforce unfair bias.

- We believe that embracing diverse perspectives and continuous learning is critical to expanding access to care and providing consistently high-quality care at an affordable cost for all people.

- We recognize data privacy as a fundamental right, and in support of that right we are committed to being transparent about how we collect, store, and use data and to offering people meaningful choices about how their data is used.

In support of our commitment to these principles, the technology committee of our board of directors provides guidance to and governance of our research and development initiatives.
Our commitment to a diverse, equitable & inclusive workplace

At Teladoc Health, our values are a living and breathing part of how we engage with each other every day and a regular part of our ongoing conversation as an organization.

These values—especially our value of respecting each other and succeeding together—guide us to foster a culture that embraces diversity, equity and inclusion, and encourages mutual respect, trust and collaboration globally. As a provider and enabler of whole-person care—both physical and mental—this commitment is critically important to us. People of all backgrounds rely on us for care and support, and we believe that the best way to serve those people and keep their trust is by leveraging and celebrating both our differences and similarities as a global team.

We also acknowledge that creating an equitable and inclusive workplace is a journey, not a final destination or simply a box to be checked. Separately, and prior to our merger, both Teladoc Health and Livongo made considered investments and commitments to institutionalize these behaviors. As a combined company, our commitment is an ongoing one, and our early steps on this journey together have focused on investment to build a robust diversity and inclusive infrastructure. We are dedicated to designing an environment that fosters a safe space for everyone to bring their whole self to work every day.
Diversity in our workplace: 2020 highlights

Engaging our employees

- Named Donisha Diagne, Ph.D.(c), SPHR, as the Teladoc Health global head of diversity, equity & inclusion (DE&I).
- The Teladoc Health diversity council is a group of senior leaders from throughout the organization that champions ongoing dialogue and engagement with our teams. This group has reported its work and findings annually to the board of directors since 2018.
- In 2020, we launched the “Courageous Conversations Series” as an instrument for unearthing opportunities for discussion through effective dialogue across topics that intersect or singularly focus on impacting diversity, equity or inclusion.
- Expanded the Teladoc Health business resource groups (BRGs), a foundational element of the DE&I ecosystem. The BRGs include a focus on LGBTQ, women, multicultural and generational interests of approximately 500 employees who are engaged in the four key pillars:
  - Building internal community/network
  - Advancing external community
  - Supporting business impact
  - Enhancing professional development

Focus on diversity recruiting and talent acquisition

- Established our diversity hiring manager training resources for performance-based interviewing, incorporated a screening tool to promote gender-neutral job descriptions and expanded our corporate partnerships to advance our pipeline of diverse talent.
- We have surpassed the goals established by the California boardroom diversity law.
- Identified as a diversity jobs top employer for 2020.

83%  +60%
AVERAGE DIVERSITY DRIVER SCORE ATTAINED ON THE PULSE ENGAGEMENT SURVEY COMPLETION IN THE EMPLOYEE TARGETED UNDERSTANDING UNCONSCIOUS BIAS ACHIEVED

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Our commitments

We are committed to:

A diverse team that reflects our clients, members and healthcare providers across the globe

A culture of inclusion that values differing opinion and cultures, celebrates our individuality and ensures all voices are heard

Equitable representation and compensation to ensure fairness across the organization

2021 commitments:

- Engage our employees
  - The executive inclusion council will be formed in 2021 to provide executive guidance and establish key performance indicators that drive ongoing change throughout the organization. Reflective of the priority of diversity and inclusion for the organization, the council will include CEO Jason Gorevic and representation from the Teladoc Health board of directors.
  - Expand the voice of the employee—soliciting employee feedback through our pulse engagement surveys and listening circles, and seeking opportunities to advance employee feedback.
  - Expand our BRG footprint, with a goal of launching two additional resource groups in 2021: “working parents and caregivers” and “disability and well-being.”

- Advance diversity, equity & inclusion in our talent management processes.
  - Continue to make progress in increasing diversity in our board and leadership.
  - In 2020, we completed a global organization-wide pay equity study to help ensure that compensation reflects our prioritization of gender and racial equity. As a result, we are actively addressing any gaps in compensation in 2021 and are committed to a recurring periodic review going forward.
  - Continue ongoing training such as annual unconscious bias training for all employees—including inclusive leadership training for our senior leaders.
  - Actively practice the non-discrimination policies included in our employee handbook and code of conduct.
Community impact

Teladoc Health embraces the opportunity and the responsibility to have a meaningful impact in our global community, using our voice and our resources to help expand equitable access to care, and create a better future for families and our neighbors.

As we move into 2021, we look forward to expanding our efforts working toward further mobilizing our workforce to give back to the communities where we live and work through new volunteer programs and corporate matching opportunities for giving. Our efforts in 2020 represented a strong start to the greater impact we are poised to have in our communities.

Our approach and commitments are focused on three priorities:

- Breaking down barriers to care for people in the greatest need
- Championing better health outcomes around the world
- Investing to address systemic inequalities
Removing barriers to care where the need is urgent

Teladoc Health seeks to foster even greater equity and better health in society.

One way we do this is by lending our platform and people to situations that can substantially benefit from our strategic involvement. We have gone beyond serving those who come to us by proactively coming to the aid of those for whom virtual care can make a life or death difference.

Disaster support

Since 2016, Teladoc Health has been committed to providing access to both physical and mental healthcare to those affected by natural disasters and local crises in communities across the United States. For example, our partnership with the American Red Cross has provided access to care for individuals in shelters in the aftermath of disasters. More broadly, we’ve provided free access to telemedicine services to anyone displaced by natural disasters.

Through our disaster support efforts, Teladoc Health has activated and promoted our support for many major hurricanes, western wildfires and earthquakes. Following Hurricane Harvey, we provided more than 700 general medical and mental health visits, helping people impacted by the disaster to get the care and refilled prescriptions they needed at a time when many lost everything they owned.
Outside the United States, Teladoc Health is committed to using the power of our connected medical devices and software to fuel a platform for bringing the talents of medical specialists who want to volunteer their time and expertise to some of the most remote and vulnerable populations on earth.

The World Telehealth Initiative (WTI), a non-profit organization, provides sustainable medical expertise to the world’s most vulnerable communities to build local capacity and deliver core health services through a network of volunteer healthcare professionals supported by Teladoc Health technology. In 2020, WTI supported nearly 500 sessions in countries including Bangladesh, Ethiopia and Haiti, addressing a broad range of essential medical services, including surgical mentoring and clinical consultations with specialists in obstetric fistula, infectious disease, critical care, neonatology, pediatrics, gynecology and dentistry.

As WTI’s primary corporate sponsor, Teladoc Health contributed approximately $700,000 of support in 2020, including both direct funding and in-kind technology and professional time to WTI.

Yulun Wang, Head of Research & Development at Teladoc Health and Founder of the World Telehealth Initiative
World Economic Forum participation
The pandemic has highlighted the transformational nature of virtual care generally and Teladoc Health specifically. The decoupling of medicine and well-being from geography, physical infrastructure and financial means is leading to democratization of health support that Teladoc Health is best positioned to continue leading.

In 2021, Teladoc Health will be the first and only virtual care company to sit on the healthcare board of the Global Health and Healthcare Governors of the World Economic Forum. Our role will be to help lead the discussion on how our approach to health can continue to evolve and transform to meet consumer and healthcare provider expectations for more connected, accessible and smarter care at a lower cost. As countries and companies struggle to afford the growing burden of chronic disease, Teladoc Health is taking a critical seat at the table and bringing new strategies to solving the persistent healthcare issues of our world.

National Academy of Medicine
Teladoc Health has joined in the National Academy of Medicine’s Action Collaborative on Countering the U.S. Opioid Epidemic. The Action Collaborative is committed to developing, curating and disseminating multi-sector solutions designed to reduce opioid misuse and improve outcomes for affected individuals, families and communities. We’re proud to join in with organizations across the public, private and non-profit sectors to address this public health crisis.

Juvenile Diabetes Research Foundation
Over the past two years, Livongo has raised more than $650,000 for the Juvenile Diabetes Research Foundation’s (JDRF) Ride to Cure Diabetes. Livongo has also contributed thousands of dollars’ worth of volunteer staff time to make JDRF events a success. With Livongo now a part of Teladoc Health, we look forward to continuing our partnership with JDRF in the years to come.
Supporting social justice

The events of 2020 once again shined a light on systemic inequalities in our society. Teladoc Health understands that words without action are insufficient to drive sustainable progress.

We also believe that truly addressing systemic inequalities in a meaningful way requires ongoing actions that transcend a specific moment in time. In 2020, we committed to support several efforts to build capacity and infrastructure in the Black community as our initial contribution to reversing the tide of inequality.

- **Providing financial support to the Black Mental Health Alliance**, a national organization with a mission to develop, promote and sponsor trusted culturally relevant educational forums, training and referral services that support the health and well-being of Black people and other vulnerable communities.

- **Sharing in-kind technical support and counseling services** with all staff, volunteers, trainers, directors and alumni of BOLD (Black Organizing for Leadership and Dignity). BOLD is a non-profit organization that facilitates social transformation and improves the living conditions of Black people by (re)building the social justice infrastructure required to organize Black communities.

- **Collaborating with the group Inclusive Therapists**, which offers the no-cost course, “Tending to Racial Trauma During Crisis,” designed to equip mental health professionals with the tools necessary for providing culturally responsive care supporting communities of color.

- **Direct investment of more than $52M** into minority-owned banks. These funds can be used for small business loans to minority-owned businesses to ensure job creation in underrepresented communities.

- **Established a supplier diversity program** beginning with an initial assessment and review of our current suppliers with a commitment to continue to expand our investments into minority-, women- and veteran-owned businesses in 2021.