



Virtual Update  
September 18, 2020





# Agenda

- 1) Dow Goals and Objectives
- 2) Virgin Pulse Update
  - 1) Approach
  - 2) Digital Experience
  - 3) Live Services
  - 4) Support for Dow
- 3) Q & A



# Who We Work With – Global Employers Like Dow

Including 120 of the Global Fortune 500



86%

Members reporting positive lifestyle change

21

Ave days a user engages per month

75%

Clients reporting better teamwork

68%

Of engaged get better sleep

84%

Of hypertensives meaningfully reduce Blood Pressure

3-5x

Increase in partner app adoption rate

# 16 Years of Behavior Change Experience & Innovation



**Physical Activity  
& Robust Challenges**

**Daily Engagement &  
Holistic Wellbeing:  
Physical, Social, Financial  
& Mental Health**

**Behavioral Science, Deep  
Clinical Expertise  
& Interventions**

**Benefits Promotion,  
Navigation  
& Conditions Depth**



Physical activity challenges

Health assessments & screenings

Expanded to 9 holistic wellbeing pillars & daily engagement

Integration of 3<sup>rd</sup> party point solutions & benefits & expanded partner network

In-house live clinical coaching support & on-site coordinators

Navigating health situations, now with 32 content areas, spanning all areas of wellbeing, Digital Therapeutics

Benefits navigation & care guidance

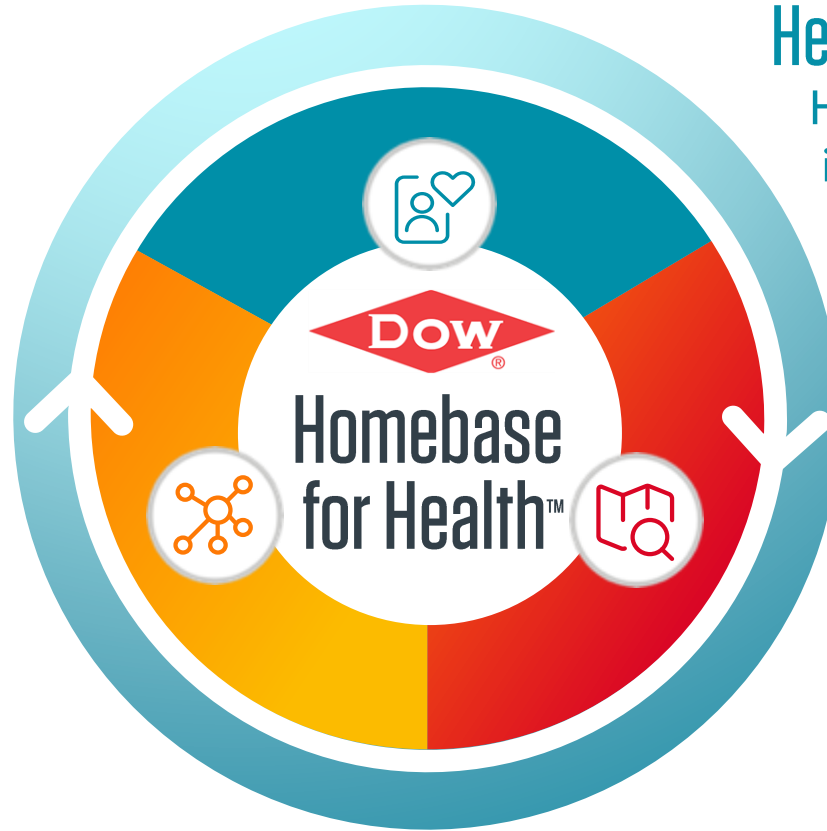
Expanded Claims ingestion & powerful reporting

# Holistic Homebase For Dow Employees



## Conditions Management

Helping members manage conditions and close gaps in preventive care



## Health & Wellbeing Engagement

Helping members manage and improve health and wellbeing

## Benefits Guidance

Helping members navigate and better utilize benefits



Rich Data Layer & Advanced Analytics



Data Security and Privacy Framework



Adaptive Partner Network



Reward, Recognition and Social Tools



Program Insights & Analytics



Dedicated Client Support



Omni-channel Content & Comms



Global Reach spanning 190+ countries

# The Virgin Pulse Approach



Daily, meaningful interactions lead to small, incremental change



Through each unique interaction, the program becomes part of daily routine



Over time, these changes lead to healthy habit formation and positive lifestyle changes



Opportunities to expand engagement and amplify behaviour change



Consumer grade digital health & wellbeing experience

Integrated, in-context clinical interventions & live services



# Homebase for Health Delivers Outcomes



Wellbeing Behaviors

21

Avg number of days a month people engage with Virgin Pulse platform, seven times a day

Health Outcomes

84%

High-risk, hypertensive members reduced their blood pressure since joining

Business Outcomes and Results

\$1,029

Per person health care cost savings

68%

of members reported a decrease in stress levels

81%

of members have developed positive daily habits

50%

Of high-risk, obese people lost weight since joining

69%

Of high-risk, inactive members increased their activity since joining

66%

of members are more aware of their benefits due to Virgin Pulse

44%

of members reporting being more productive after joining Virgin Pulse

# What We Deliver – Broad Access, Comprehensive Content, Proven Behavior Change

## Coverage for Dow



- ✓ 20 SUPPORTED LANGUAGES\*
- ✓ CULTURALLY ADAPTED PROGRAMMING
- ✓ FULL SUITE OF TRANSLATED COMMUNICATIONS

\*Adding 10 additional languages



## Thrive Topics

CONTRIBUTING TO MY COMMUNITY | BUILDING RELATIONSHIPS | BEING PRODUCTIVE | GETTING ACTIVE  
SLEEPING WELL | LEARNING NEW THINGS | MANAGING MY FINANCES | REDUCING STRESS | EATING HEALTHY  
ACTING SUSTAINABLY | EMBRACING DIVERSITY | STAYING SAFE | BEING EFFECTIVE | MANAGING MY CONDITION(S)

## Behavior Change Framework



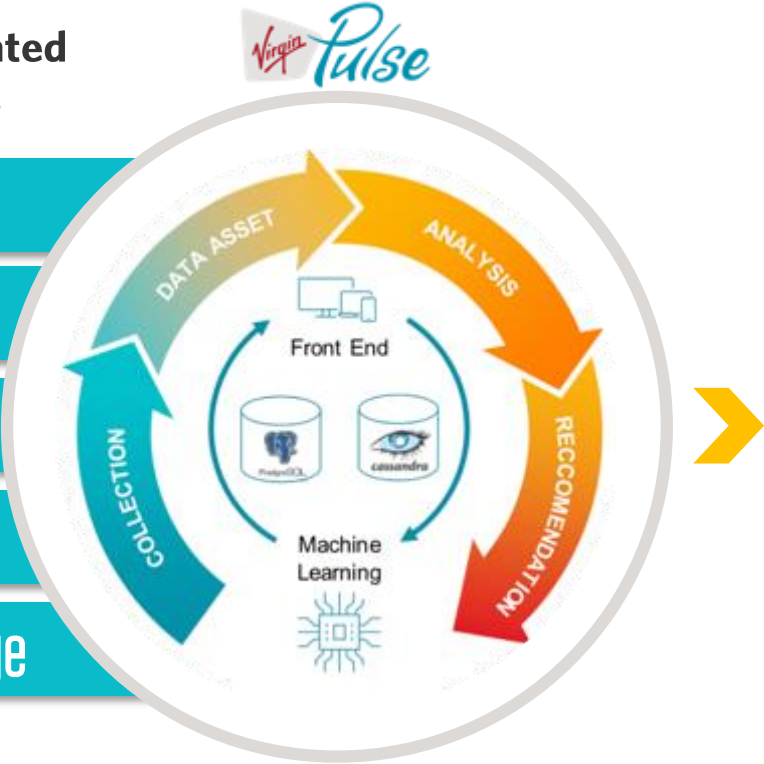
- ✓ ARTIFICIAL INTELLIGENCE
- ✓ PERSONALIZED RECOMMENDATIONS
- ✓ DAILY CONTENT
- ✓ HABIT & ACTIVITY TRACKING
- ✓ 150+ CONNECTED APPS AND DEVICES
- ✓ PERSONAL & GROUP CHALLENGES
- ✓ FRIENDS & FAMILY
- ✓ LIVE & DIGITAL COACHING
- ✓ HEALTH STATIONS
- ✓ ASSESSMENTS & SCREENINGS
- ✓ BENEFIT NAVIGATION
- ✓ POINT SOLUTION PROMOTION



# Data Driving Personalization, Engagement & Outcomes

## Ingested & Generated Data Examples

- Health Risks
- Biometrics
- Claims History
- Device Data
- Member Usage



## Personalized Recommendations & Partners

- Wellbeing Actions**  
Relevant programs, healthy habits, tailored education content
- Specific Recommendations**  
For 3<sup>rd</sup> parties like Omada, Dow specific content such as training tools or safety resources or targeted any of 32 VP supported topics,
- Gaps in Care**  
Physical exam, flu shot, mammogram, PSA

## Measurable Health & Engagement Outcomes

- Behavior Change
- Health Risk Shift
- Health Improvement
- Lower Health Costs
- Higher Productivity

**45,000+**  
DATA ELEMENTS AND METRICS TRACKED

**1,000+**  
3<sup>RD</sup> PARTY APPS & DEVICES FEEDING DATA

**12.5B+**  
DATA POINTS CAPTURED IN VP DATA WAREHOUSE MONTHLY

# Optimized Dow Benefits & Wellbeing Hub

## Partner Fast Track

“Plug & Play” Integration Framework provides full service partner management.

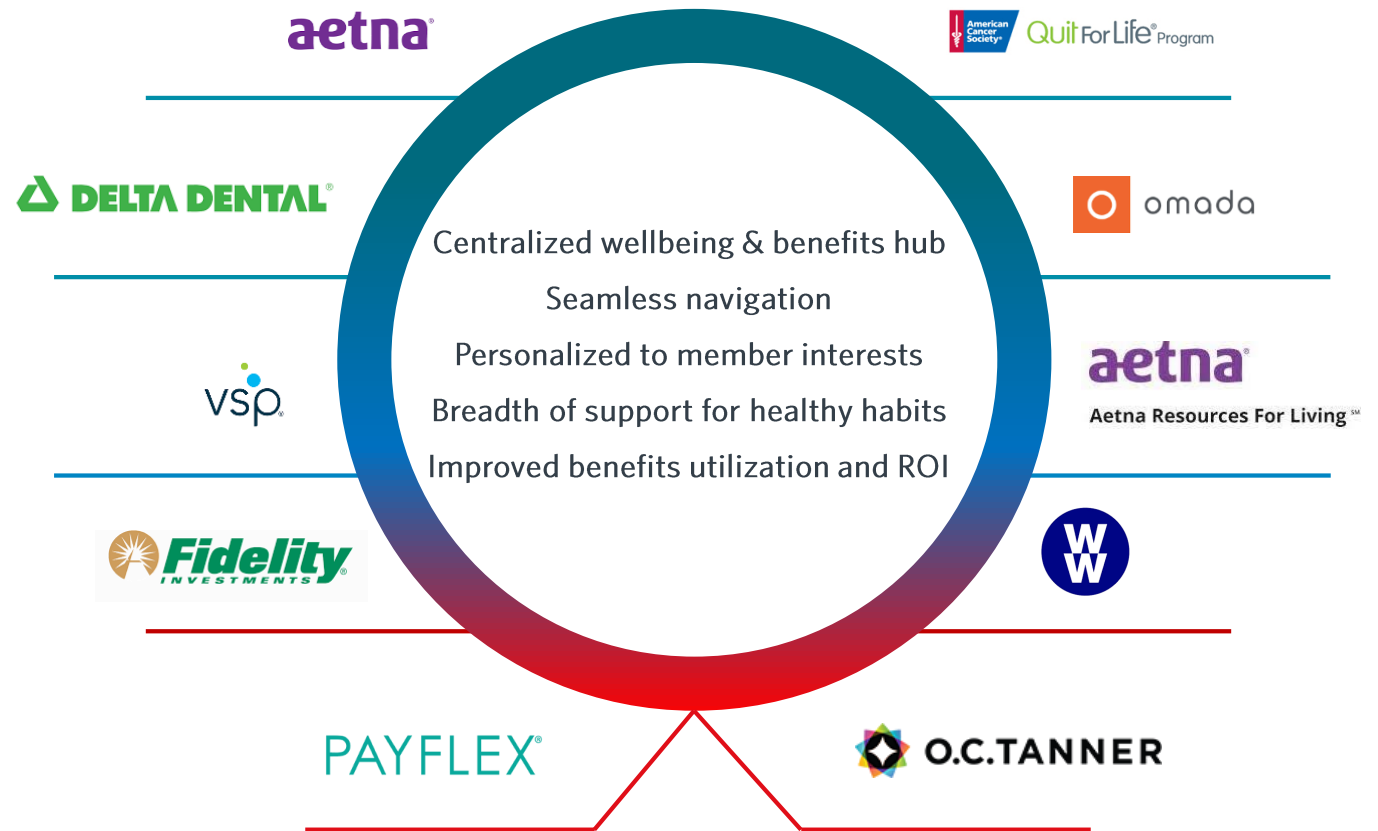
- Client-Directed 90 Day Rapid Certification Process
- Contracting, PGs, & Renewals
- Invoicing
- Annual security & privacy audits

## VP +

A deeply integrated bundle of seven pre-screened and fully integrated vendors:

Partner categories include:

- Musculoskeletal
- Family Health
- Tobacco Cessation
- Nutrition
- Fitness
- Mindfulness
- Financial Wellness.



# What We've Been Up To/What's Next

Solving the most critical health problems for employers + employees on a single platform

## Health & Wellbeing Engagement

*"Help me manage my health"*



## Benefits Navigation

*"Help me find and utilize my benefits"*

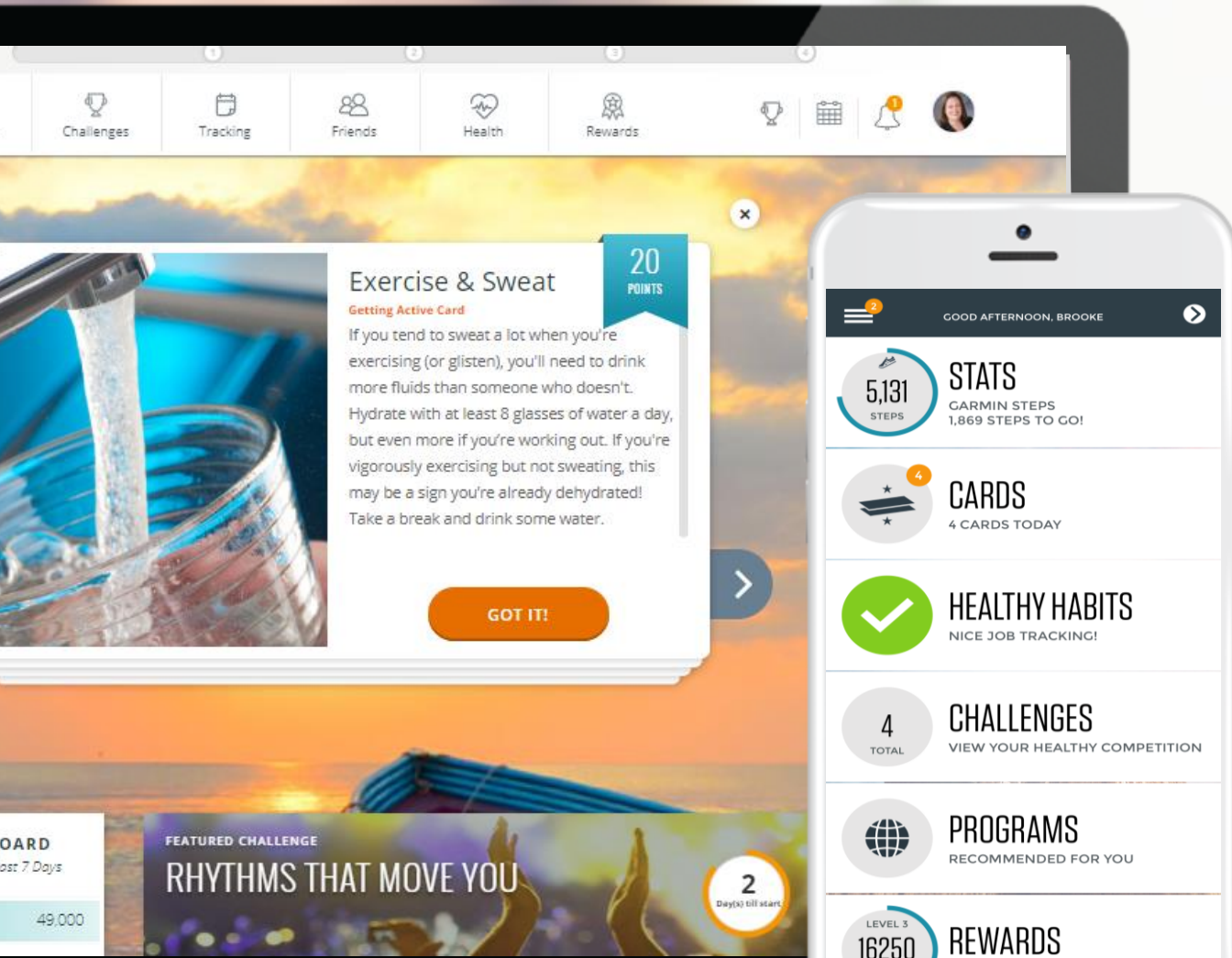


## Care Guidance

*"Help me find high quality, low cost health care"*



# Dow Homebase for Health Experience Demo



## Goals & Agenda

1. Platform overview: Establishing a Homebase for Health™ and wellbeing
2. Components of a daily routine
3. Illustration of a typical daily routine
4. Integration of clinical and live services
5. How to increase benefits awareness
6. Social and cultural engagement tools
7. Overview of administrative capabilities and reporting

[View Demo](#)

# Virgin Pulse Live Services



## Primary Coach Model

Individuals choose their focus within a holistic model addressing lifestyle and condition issues integrated with the digital experience

### Disciplines Include

- Personal Trainers
- Dietitians
- Emotional Health Coaches
- Social Workers
- Psychologists
- Life Coaches
- Nurses
- Nurse Practitioners
- Diabetes Educators
- Pharmacists
- Tobacco Cessation Specialists
- Chiropractors
- Health educators
- Public health & worksite wellness experts

66%

Reduction in blood pressure risk

39%

Reduction in cholesterol risk

\$605

In healthcare savings per employee per year



# Dow Client Success Team

Executive Sponsor,  
Rajiv Kumar,  
Chief Medical Officer

Implementation Manager	Onsite Program Manager
Senior Client Success Manager (CSM)	Client Success Associate (CSA)
Director, Client Success	Director, Project Management
Communications Manager	Global Team Resources

- Designated Role
- Dedicated Role
- Potential Role

## Other Potential Team Members for Dow

- Onsite Health Coach(s)
- Onsite Wellness Coordinator(s)
- Global Client Success Team

## + Virgin Pulse Extended Team for Dow

Professional Services	Platform Configuration	Integration & Reporting	Marketing & Communications	Member Services & Support	Live Services	Insights & Analytics	IT, Engineering & Security
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# Your Value Map

- ✓ **Vision** Your organizational mission - the why behind your program
- ✓ **Values** Your true north - the guiding principles that inform your decisions
- ✓ **Objectives** Program goals and outcomes that represent success for your organization
- ✓ **Actions** Strategic plans and focused activities to drive progress toward your objectives
- ✓ **KPI's** Key performance indicators that identify and measure program impact



Discover



Develop &  
Implement



Deliver



Demonstrate Value



Consultative and Collaborative Support

# Analytics & Reporting



On-demand aggregate program analytics and reporting across 100+ metrics



Extensive filtering and segmentation options to quickly inform JCI on important data



Data display and export tools to easily share insights with internal stakeholders

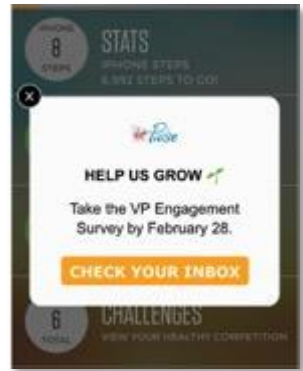




# Strategic Communications For Reach & Depth

## Member Driven Messages

Targeted emails, timely push notifications, and platform site popups are based on member interests, personal goals, platform activity, and program milestones.



In-app Reminder - Mobile



Push Notification iPhone

## On-Demand Engagement

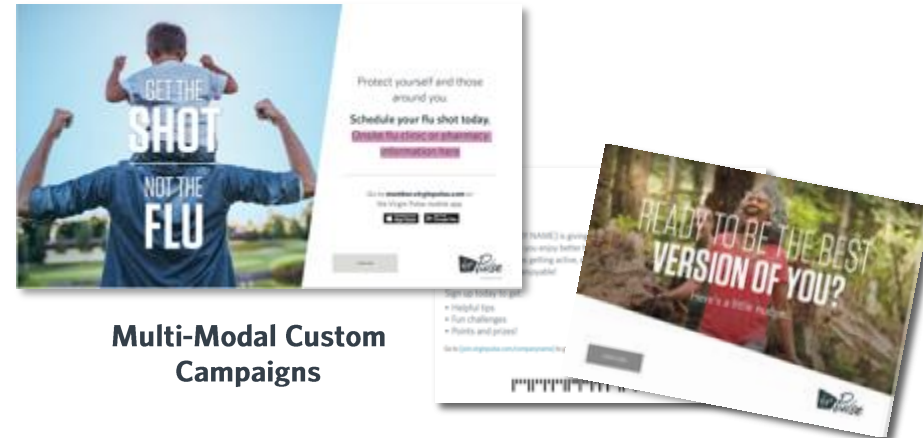
Access a digital marketing library, manage the events calendar, configure challenges, and deploy relevant communications to specific populations.



Emails

## Custom Communications

Collaborate with your CSM to develop your Annual Communications Strategy and support your unique program design with unique promotions, special events, and targeted campaigns.



Multi-Modal Custom Campaigns

Home Mailers & Postcards

## Offline Engagement & Events

Engage hard-to-reach populations, offline employees and specific site locations with a variety of tactics like onsite screenings, lunch and learns, and sponsored events.



Posters

# What We Will Deliver For Dow

## TRULY GLOBAL PLATFORM

- Global Dow branded platform and infrastructure
- Ready integration with Dow global and “local” resources, benefits, programs, partners and events
- AI driven , personalized recommendations and experience
- Dynamic social resources supporting networking across Dow employee and their family and friends

## CLOSE PROGRAMMATIC GAPS

- Industry leading mobile experience
- Robust communications capabilities and support
- Innovative High Tech and holistic High Touch support
- Segmented reporting, on-demand and supported by your account team
- Custom branding, content, pillars aligned to Dow and its program design

## STRATEGIC PROGRAM MANAGEMENT

- Dedicated program manager
- Committed, experienced client team and dedicated program manager
- Broad and aligned resources supporting Dow onsite coordinators
- Strategic, evidence-based approach
- Global approach to data privacy
- Organizational commitment to Dow

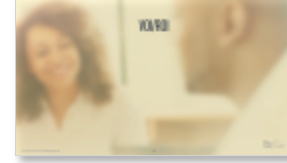
The background of the slide is a blurred photograph of two people. On the left, a woman with long, dark, wavy hair is smiling. On the right, a man with short hair is also smiling. The overall tone is warm and positive.

**Thank you!**

# New and Expanded Capabilities








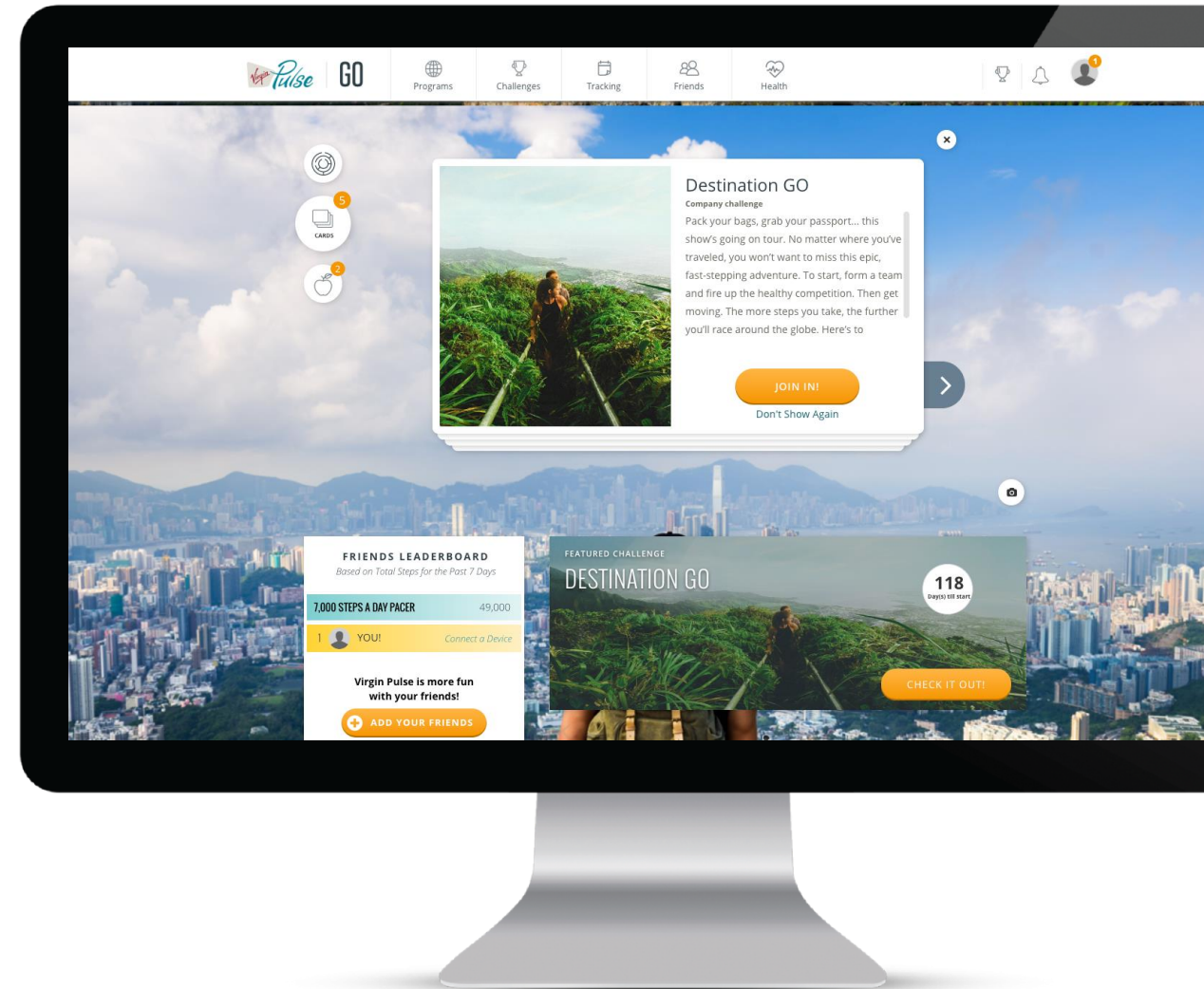
# Client Support



# Virgin Pulse GO

## An Engaging and Personalized Wellbeing Experience

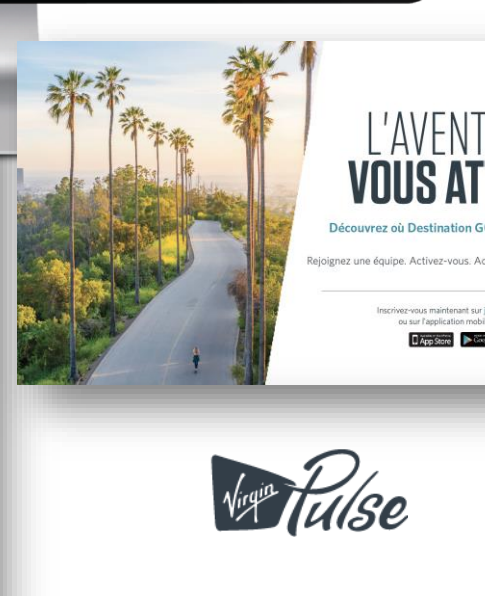
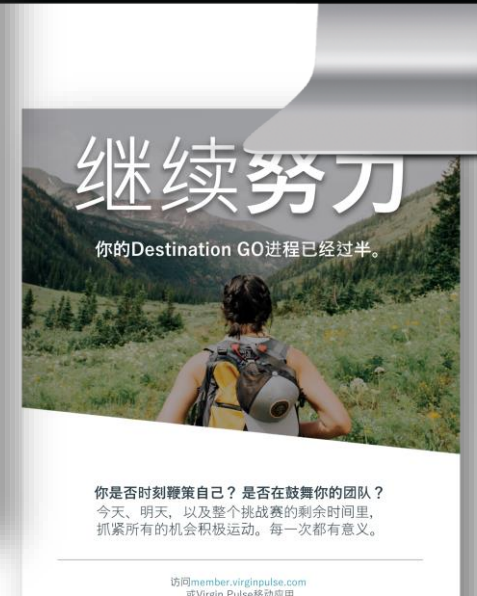
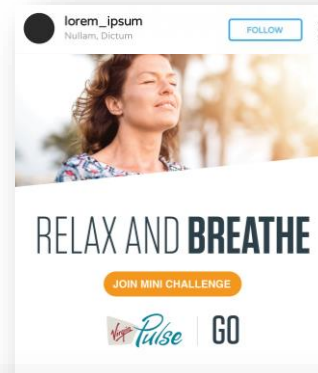
-  A digital **turnkey solution** that can be rolled out in days (access via website & app)
-  A **holistic solution** that address' whole person wellbeing including physical, mental, social, community and financial wellbeing.
-  A company event that brings your population together and builds a **culture of health**.
-  A **personalized solution** that lets members pick their areas of focus.
-  A fun and engaging experience with **tools that support habit building**.



# Multi-Channel Communication Tools

Virgin Pulse provides a full marketing and communication strategy including a suite of online & offline materials

- E-mail templates
- Posters
- Flyers
- Videos
- Intranet articles
- Webtiles



# Creating a Healthy Workforce, One Employee at a Time

The platform tailors content to each individual

- Choosing Interest areas
- Health Assessment
- Platform behavior

Community



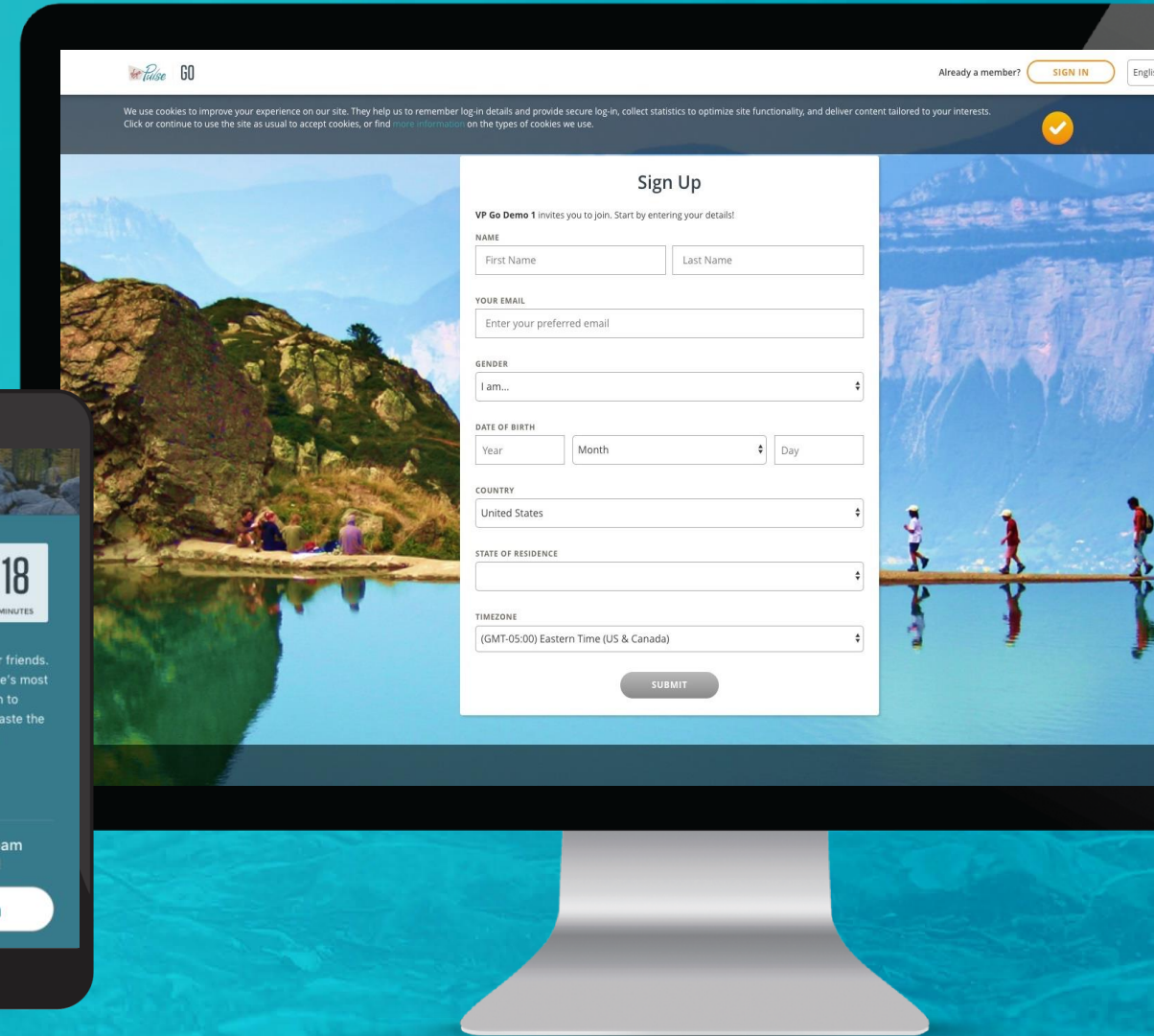
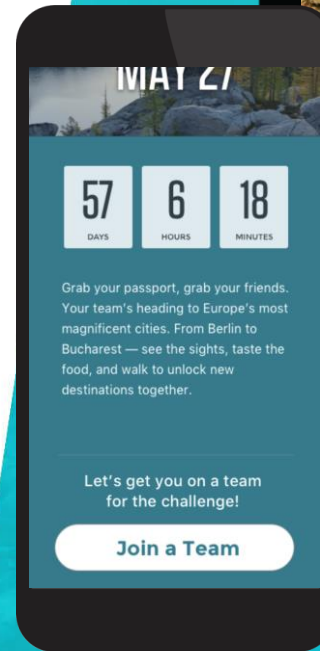
# Timeline for Virgin Pulse GO Program January 2021





# Individual Sign-up for members

- Individual Sign-up Portal for all employees
- Employees sign up individually to the Virgin Pulse Go platform

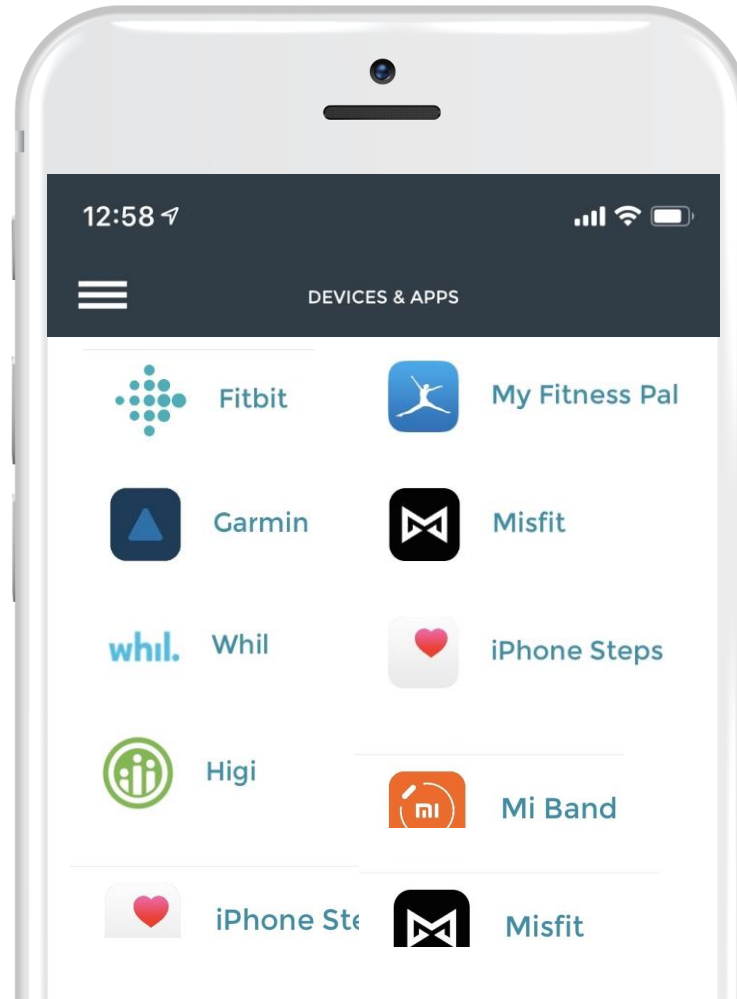


# Embracing employee choice

Integrated devices and apps are key tools in building better daily routines



Back

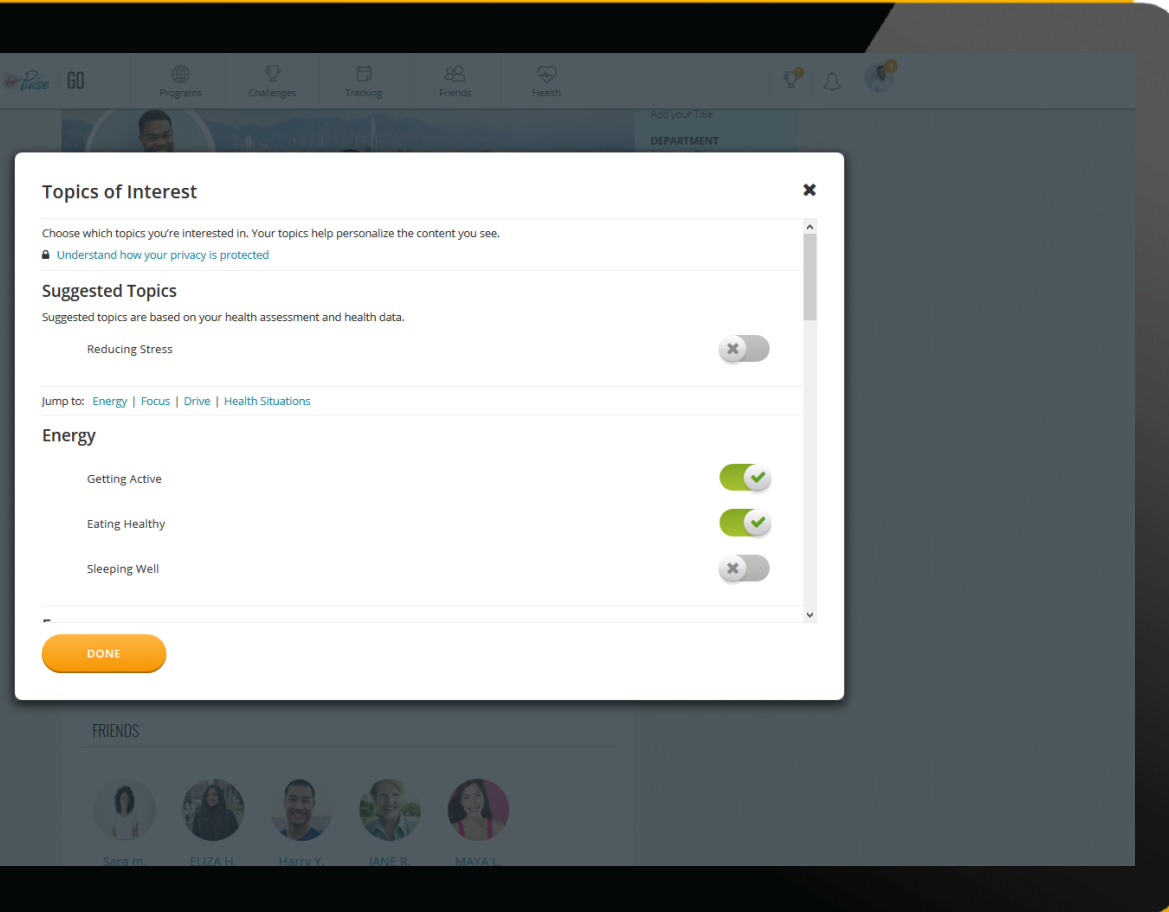


50+

Connect 50+ popular apps & devices



# INTEREST AREAS



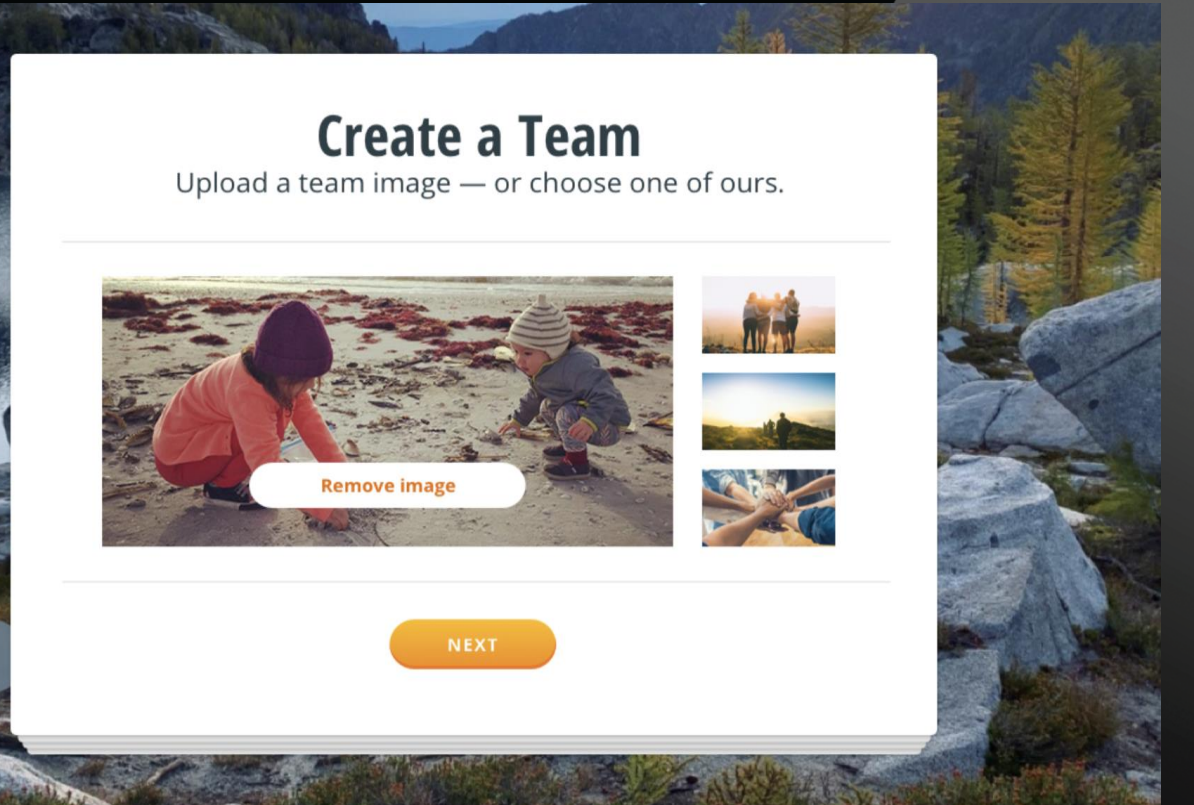
- 4 Topics: Energy, Focus, Drive and Health Situations
- 26 interest areas related to the 4 Topics to individually chose from – these go far beyond traditional wellbeing only and include for example Alcohol Use, Managing Finances or Being Productive
- The content of the platform adapts to your chosen interest areas
- Topics get suggested by completing the health assessment

# HEALTH ASSESSMENT

- Interactive health assessment with **NCQA-certified** content
- **Personally relevant:** dynamic assessment with built-in intelligence to ask the right questions to the right person
- **Actionable:** personalized summary of health status with recommendations on areas to work on



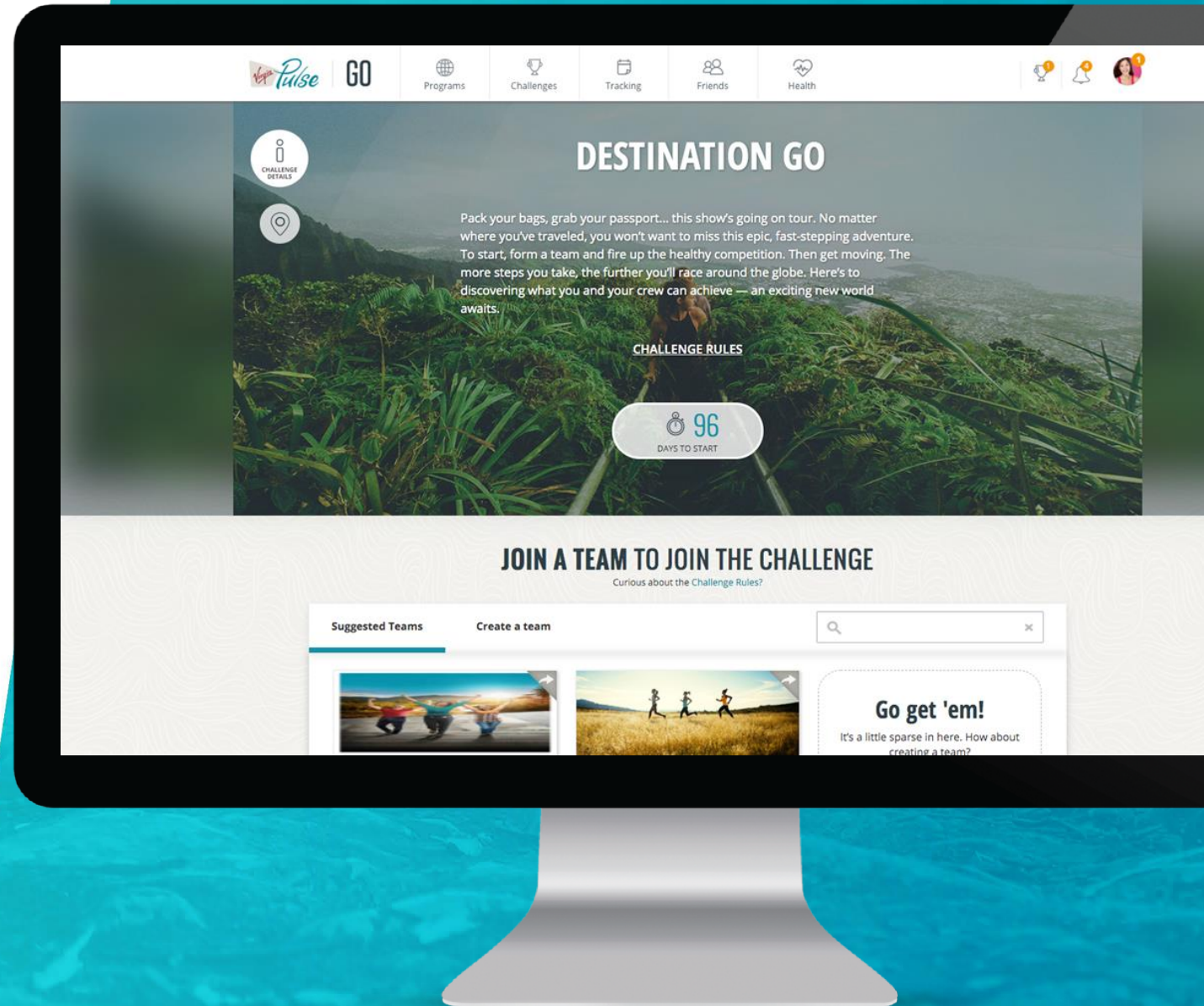
# THE POWER OF TEAMWORK



- The built-in Destination Go virtual journey around the world is done in teams of 7
- Teams of 7 can be formed locally but members can create teams virtually on the platform itself
- Higher levels of engagement, profoundly improving cohesion and teamwork
- Group settings foster stronger communication and increased peer interaction

# DESTINATION GO

- Our flagship destination challenge gets your workforce moving and driving program awareness and engagement
- The team-based step challenge encourages members to work together to reach the top of the challenge leaderboard and progress further in their virtual journey around the world
- This immersive 9-week challenge allows members get active in the real world whilst unlocking new locations, providing healthy competition between teams, wide community interaction and social outlets



# DAILY CARDS



- Our 26 available interest areas allow members to pick and choose the wellbeing areas most relevant to them
- Members receive two personalized daily tip cards based on interests selection and health score
- Daily cards promote sustainable habit formation, utilizing targeted micro learning content that help members build healthy routines and drive daily engagement

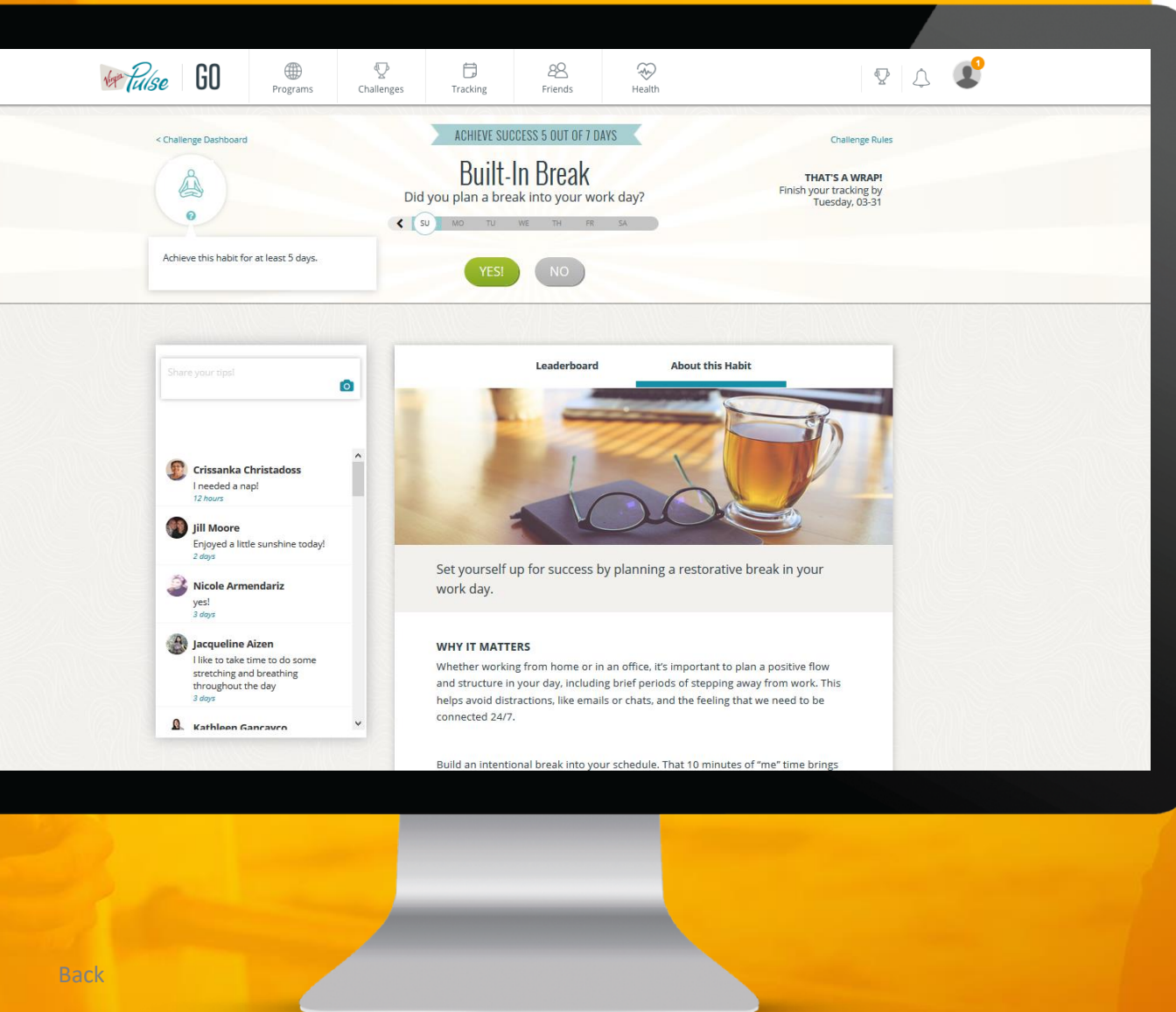
# HEALTHY HABIT TRACKING

- Members can break down healthy behaviors and large goals into smaller, achievable and trackable habits every day
- Intelligent Healthy Habit Recommendations support employees by giving personalized suggestions that could further enhance their wellbeing
- Choose from our comprehensive library of over 350+ trackable habits across
- Create peer-to-peer or group challenges for any habit





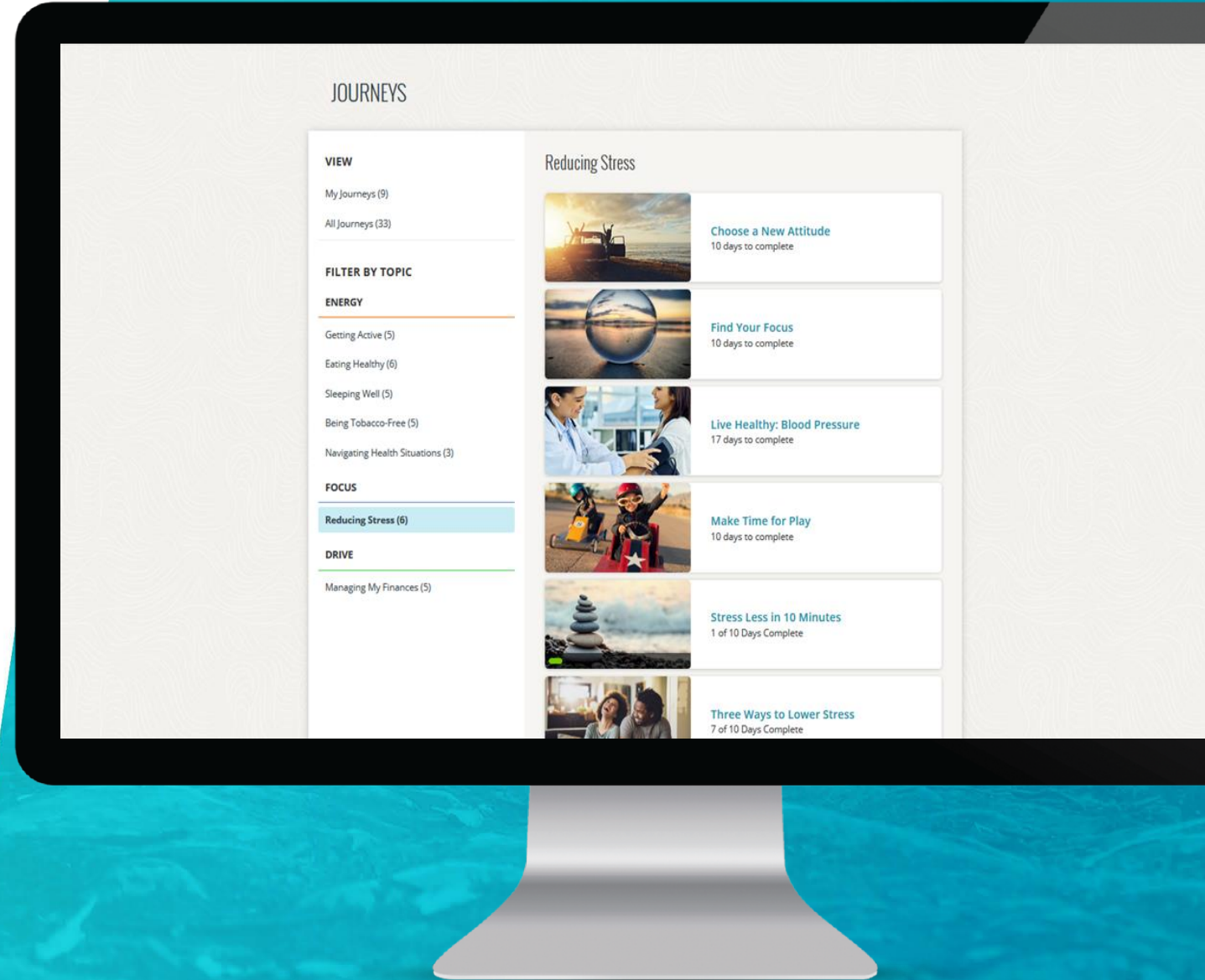
# HEALTHY HABIT “CHALLENGES”



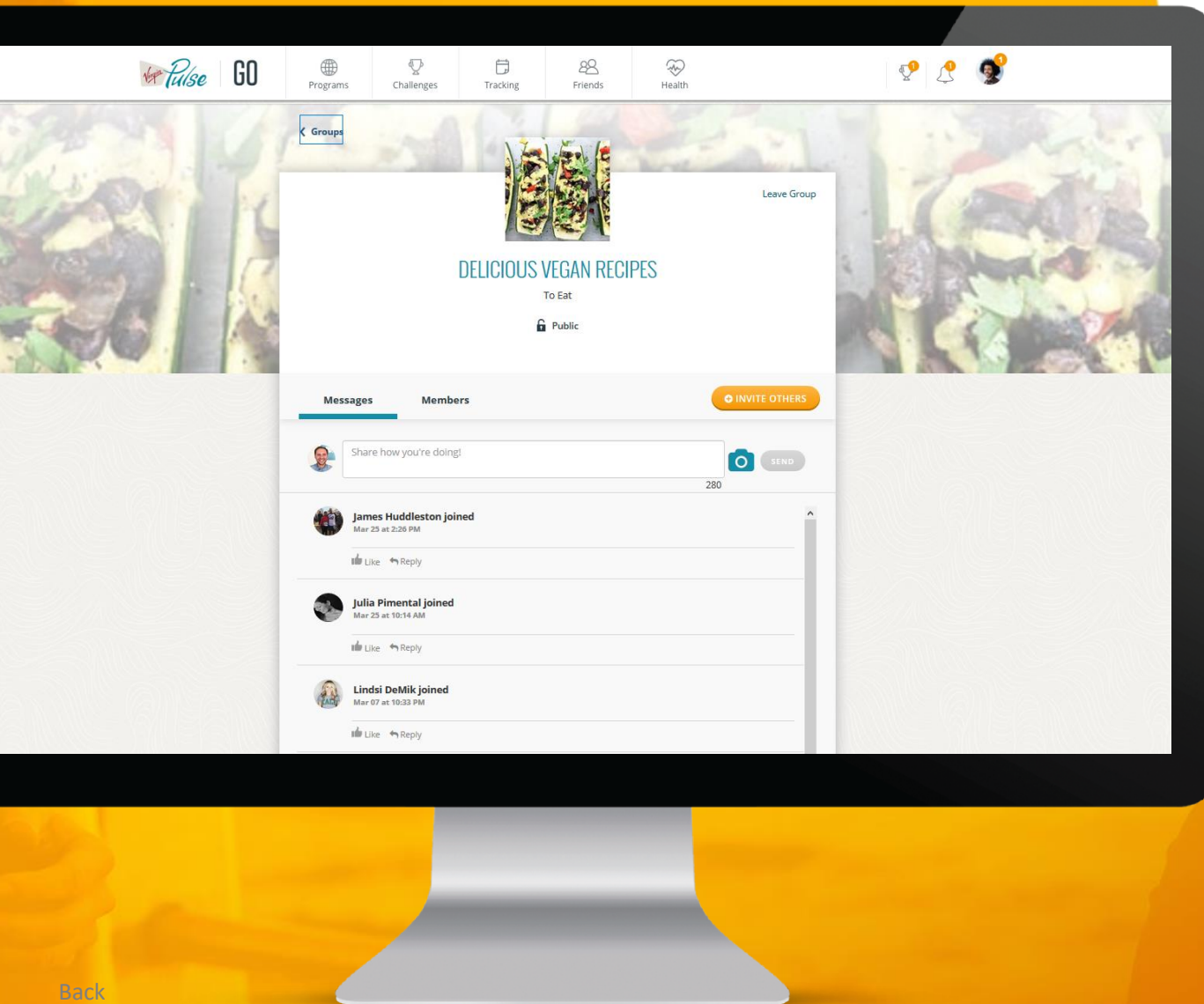
- 4 healthy habit challenges during Virgin Pulse Go on a company level that foster building a healthy habit in a fun way with the colleagues
- Additional tips and guidance that support to try and implement that healthy habit

# JOURNEYS

- Our digital and holistic coaching tool, *Journeys*, promotes positive behavior change by breaking a key behavior or a larger goal down into smaller achievable steps
- Each of the 36 *Journeys* lasts 10-25 days, ensuring high engagement and a sustainable approach to form new habits for good
- Journeys easily fit into daily life. Members can commit to specific, small steps that appeal to their personal interests and goals and develop literacy and mastery at their own pace



# SOCIAL INTERACTION



- Peer-to-Peer Activity and Healthy habit challenges that create awareness of health in a fun and engaging way
- Social network – connect your working colleagues as “friends” to interact with them
- Groups allow employees to interact on topics that are relevant for them

# Actionable Insights Delivered

- ✔ Measure the impact on your employees and on your company
- ✔ Baseline report
- ✔ Final report

## EXECUTIVE SUMMARY

This report aggregates health information and outcomes shared by members who have successfully completed the Global Challenge this year and answered both our pre- and post-event questionnaires. The data is designed to provide you with new perspectives and insights which show how the health and performance of your workforce have been transformed.

## HEADLINE RESULTS

## WELCOME



Following the release of your Global Challenge Baseline Report, which provided a detailed overview of members' physical and psychological wellbeing prior to the 100 Day Journey, this Final Report evaluates the positive impact of members' participation after 100 days. The results demonstrate how the Global Challenge has changed members' physical activity levels, their nutrition, sleep and their psychological wellbeing.

It also showcases organisational benefits and demonstrates how, through increased awareness, education and motivation, members are now mastering long-term, sustainable habits that allow them to arrive at work feeling more engaged, resilient, more productive and equipped for peak performance.

The results shown in this report are based on responses Global Challenge members have given to questions within our Health and Lifestyle surveys both at the start of the program and at the end. The aim of this report is to evaluate the change and impact participation in the Global Challenge has had on members and ultimately business performance metrics.

The conclusions drawn show that a healthy bottom line cannot be separated from healthy employees. The insights data contained in this report outline the compelling business benefits of the Global Challenge and justify your organisation's investment in your employees.

The outcomes clearly demonstrate the proven fact that healthy, fit and resilient businesses need healthy, fit and resilient employees.

We hope you've enjoyed the journey - and that you'll enjoy seeing how far your people have come.

Dr David Batman  
Consultant Occupational Health Physician  
Member of Virgin Pulse Science Advisory Board



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ISO/IEC 27001:2005  
Back



U.S. • EU  
**SAFEHARBOR**  
U.S. DEPARTMENT OF COMMERCE



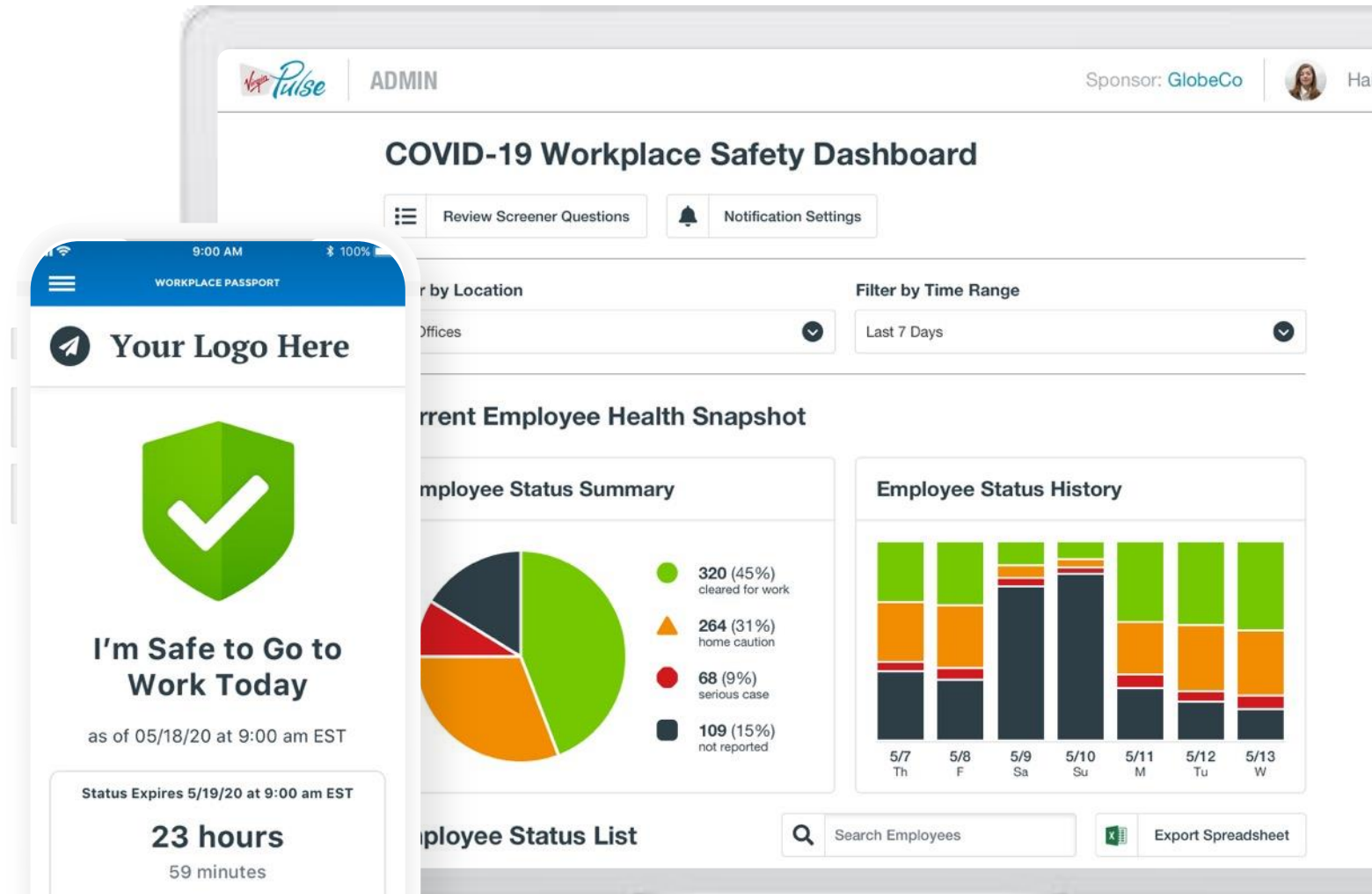
Note: Look & feel of reporting to change



# VP Passport™ - Return to Work

A critical **health, safety** and **crisis response** solution to safely reopen workplaces and effectively navigate the next phase of this crisis.

- Easy to use daily assessment of symptoms and exposure
- Triage work readiness
- Detailed guidance, and tips for next steps
- Realtime safety dashboard focused on workforce readiness
- Global/Configurable

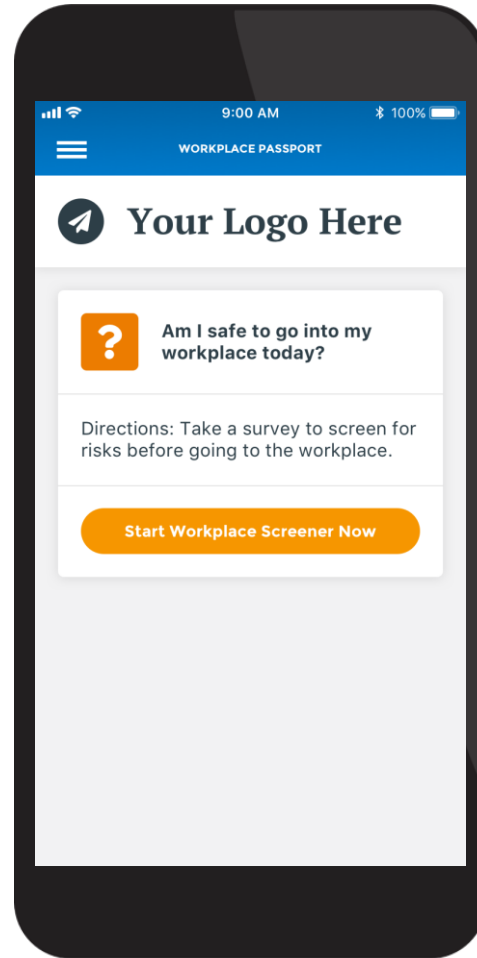


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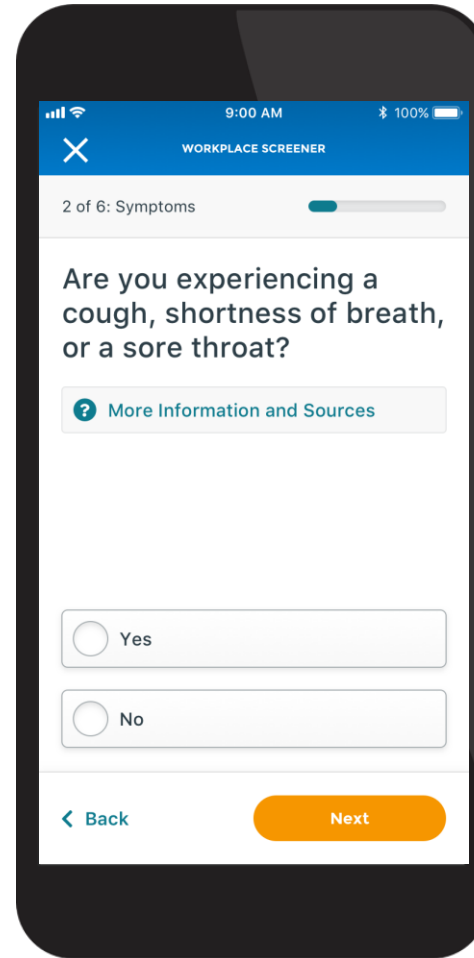
# Easy-to-Use Risk Assessment and Symptom Questionnaire



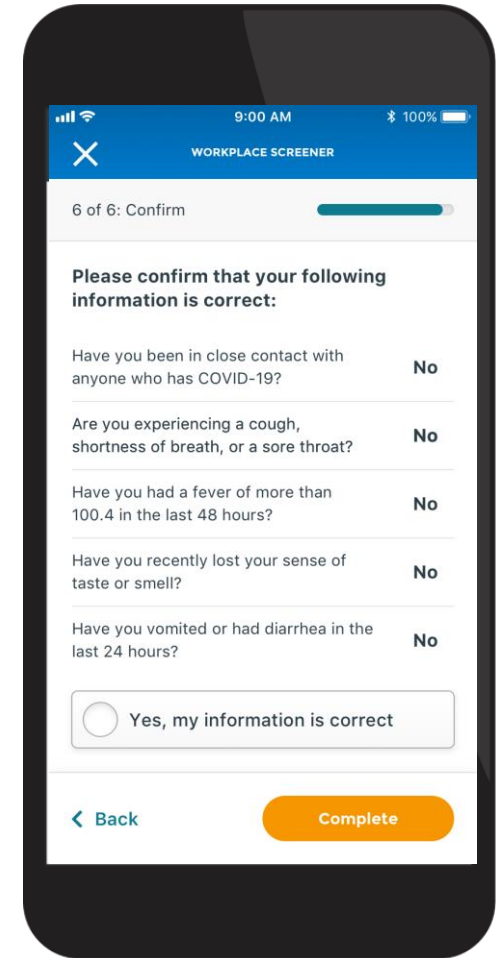
Introduction to Passport



Questions informed by CDC, WHO guidelines



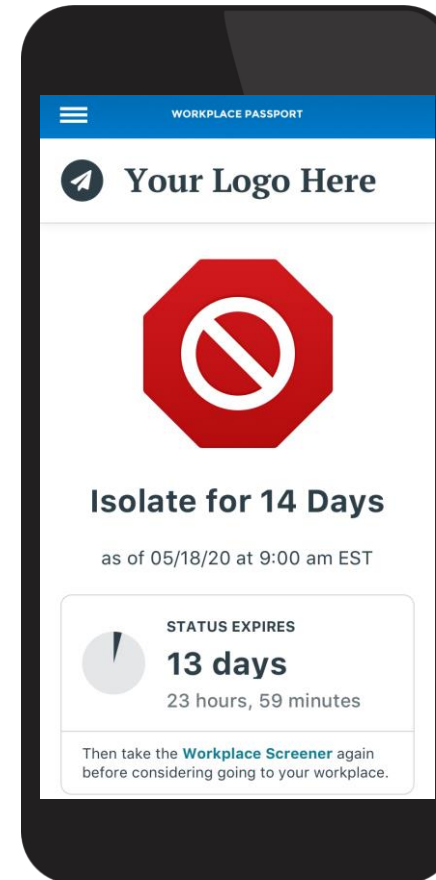
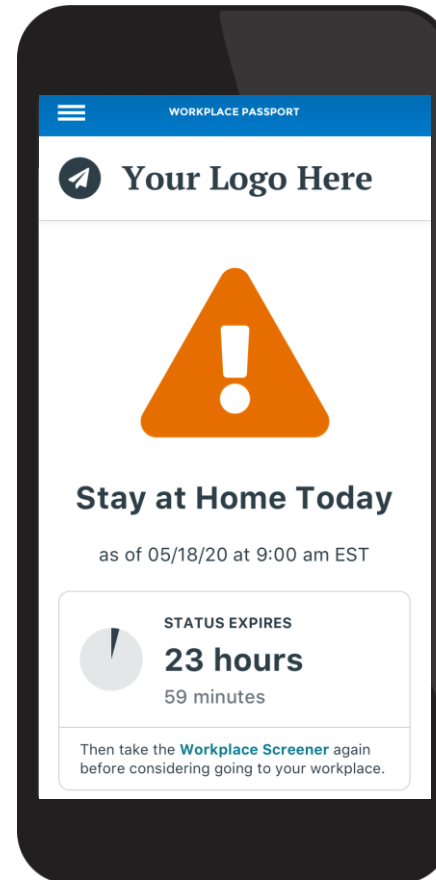
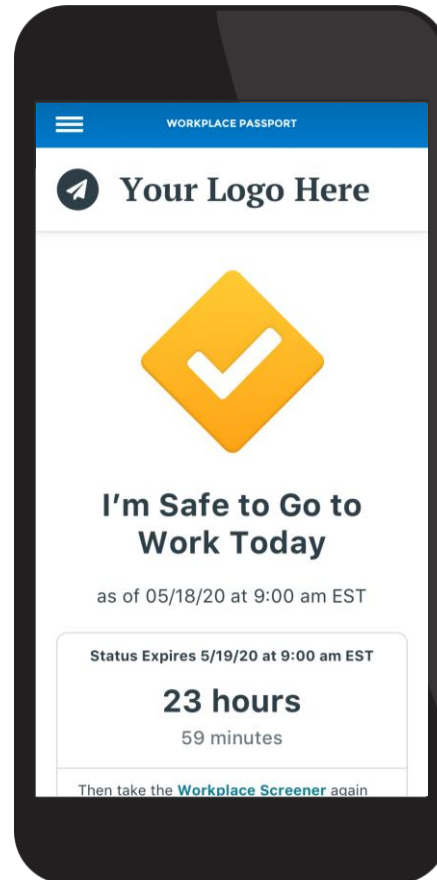
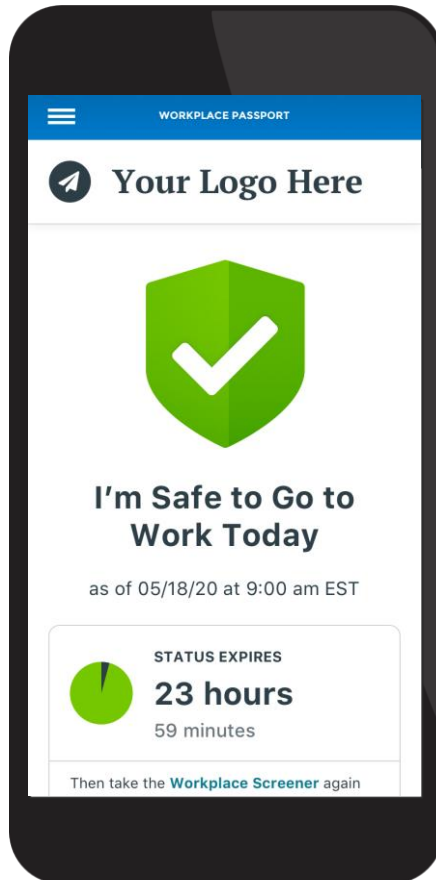
Configurable Questionnaire



Employee Attestation

# Employee Triage Based on Policies and Guidelines

Triage employees and participants into risk levels: **Minimal**, **Low**, **Moderate**, **High** based on your criteria



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# Real Time Reporting Into Workforce Readiness

- ✔ Current Health Snapshot
- ✔ Aggregated Status History
- ✔ Per Employee Record
- ✔ Exportable Reports

### Employee Record

**Lucy Robinson**

**Employee Information**  
 Role: Marketing Manager  
 ID: 027393  
 Manager: [Diane Esposito](#)  
 Office: Providence, RI  
 Age: 35  
 Sex: Female

**Contact Information**  
 Email: [lucy.robinson@](mailto:lucy.robinson@)  
 Work Phone: 485-112-  
 Cell: 600-424-5800

**Current Workplace Status**

✔ **Safe to Work**  
 expires in 24 hours

**Manually Update Workplace Status**

● Safe to Work

Comment

Note: This option is intended for special cases in which an employee cannot status or has incorrectly entered it. Use caution when manually changing data.

**Employee Workplace Status History (last 2 weeks)**

Date	Status	Time Screened	Status Expires
05/10/20	<span style="color: green;">●</span>	9:20 am EST	24 hrs
05/09/20	<span style="color: green;">●</span>	8:55 am EST <b>manually updated by Hailey R.</b> employee survey error, called HR to change	expired 05/10/20
05/08/20	<span style="color: orange;">▲</span>	8:48 am EST	expired 05/09/20 8:48 am EST
05/07/20	<span style="color: orange;">▲</span>	8:52 am EST	expired 05/08/20 8:52 am EST

ADMIN
Sponsor: [GlobeCo](#)
Hailey R.

### COVID-19 Workplace Safety Dashboard

Review Screener Questions | Notification Settings

Filter by Location: All Offices | Filter by Time Range: Last 7 Days

#### Current Employee Risk Snapshot

**Employee Status Summary**

- 320 (45%) minimal risk
- ▲ 264 (31%) moderate risk
- 68 (9%) high risk
- 109 (15%) not reported

**Employee Status History**

**Employee Risk Status List** | Search Employees | Export Spreadsheet

Status	Employee Name	ID	Age	Sex	Last Risk Assessment	Status Expires
<span style="color: green;">●</span>	<a href="#">Lucy Robinson</a>	027393	35	F	May 10 2020 9:20 am EST	24 hrs
<span style="color: orange;">▲</span>	<a href="#">Douglas Heaton</a>	738226	52	M	May 10 2020 9:19 am EST	23 hrs, 59 min
<span style="color: red;">●</span>	<a href="#">Rita Leite</a>	027393	38	F	May 10 2020 9:19 am EST	13 days, 23 hrs, 59 min
<span style="color: green;">●</span>	<a href="#">Eryinnaya Chinedu</a>	738226	43	F	May 10 2020 9:18 am EST	23 hrs, 58 min
<span style="color: green;">●</span>	<a href="#">Alex Gustaf</a>	738226	31	NB	May 10 2020 9:18 am EST	23 hrs, 58 min
<span style="color: orange;">▲</span>	<a href="#">Rhonda Williams</a>	738226	42	F	May 10 2020 9:18 am EST	23 hrs, 58 min



# VP Transform

# VP Transform for Prediabetes

VP Transform for Prediabetes is an evidence-based digital therapeutic tailored for those at risk of developing type 2 diabetes.

**33%**

of American adults are at risk of developing Type 2 Diabetes, a condition that increases costs by 230% per capita.

**8/10**

Don't know they are prediabetic.



Many prediabetics will progress to type 2 diabetes without an effective intervention.

# Digital Therapeutics

Protect Your Population's Health From Preventable Disease



## Evidence-Based Curriculum

Lifestyle change programs designed to promote healthy behaviors that result in weight loss, reduced blood pressure, and an increase in physical activity.



## Connected Hardware

Connected technology builds on integrations and measuring endpoints from connected devices — healthy at home



## Integrated App + Behavior Tracking Tools

The app connects users with their peer group and coach, updates with live data from devices and, engages participants with behavior tracking tools and multimodal curriculum



## Health Coach

Professional Health Coaches guide individuals and groups toward steady and sustainable behavior change that last long after the program is complete.

# Program Design



## Two Program Goals (Mobile first delivery)

- ✓ 5-7% Weight Goals
- ✓ 150 minutes of physical activity/week



## Easy Setup Wireless Scale

withings



## Recognized by the CDC as a top performing diabetes prevention program.



## Remote activity tracking with a Fitbit Inspire

fitbit.



## Available in an end-to-end Spanish language experience adapted linguistically and culturally for a Latino/a and Hispanic culture



## Dedicated Health Coaches

58%

Reduction in the risk of Type 2 diabetes



## Private online Peer Group

# Delivered in 2 Phases

VP Transform for Prediabetes is based on the CDC's Diabetes Prevention Program (DPP) and is delivered in 2 phases

## TRANSFORM CORE 16 Weeks

### 16 weeks of weekly learning sessions covering topics related to:

- Sustainable weight loss
- Physical activity
- Healthy eating
- Emotional and mental resilience

### Program Goals:

- 5% Weight Loss
- Increase in weekly physical activity to 150 minutes/week

## TRANSFORM FOR LIFE 8 Months

### 8 months of maintenance programming to reinforce new healthy behaviors:

- Participants continue to receive regular learning and coaching sessions at a tapered frequency as they become more in control of their healthy lifestyle.

### Multi-modal Coaching Touch Points

- A 1:1 call every week in the first 16 week
- Asynchronous texting available regularly throughout the week
- Monitored group chat and social sharing space within the app
- Ongoing monthly maintenance calls, chat and lesson support in the latter 8 months

# Competitive Difference

VP Transform for Prediabetes



## Price

30% less for Platform  
Customers

10% less for  
Stand Alone



## Outcomes

Industry's Top  
outcomes



## More 1:1 Health Coach Time

Strike the right balance  
of technology and  
human connection



## Connected Experience

Part of the VP  
Ecosystem

# Billing as Medical Claim

- ✔ Bill health plan directly
- ✔ Claims can come out of a medical budget
- ✔ Fits into an established process



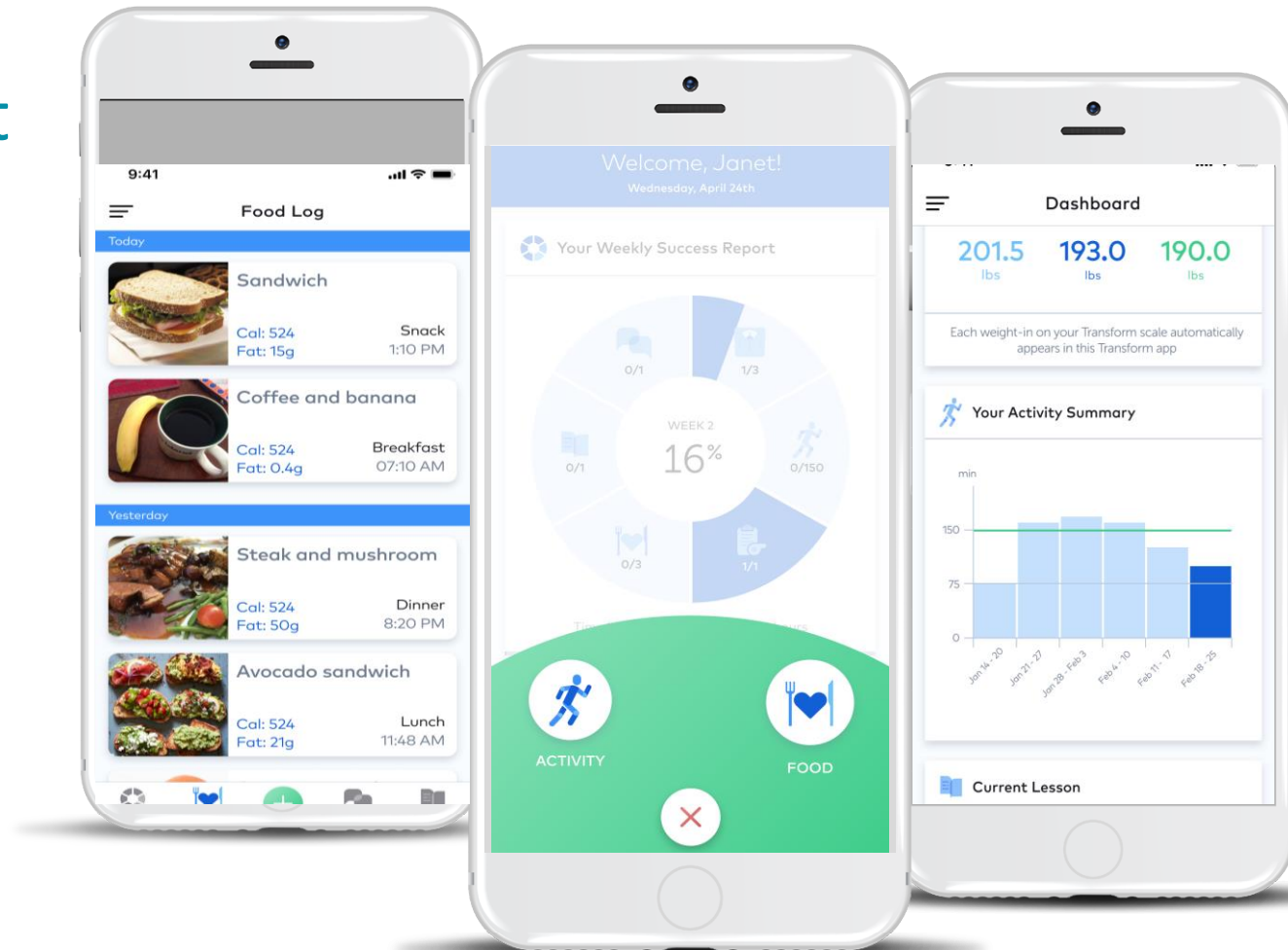
# In-App Behavior Tracking

## Food, Activity and Weight

In-App Camera and Photo Gallery allows for seamless food tracking.

Scale and Fitbit are automatically integrated and appear in the Participant Dashboard and Health Coach Dashboard.

Participants record their daily meal choices, physical activity levels, and weight and receive feedback from their Health Coach.



Back





# Enabling, Diversity, Social Interaction within Dow Culture

# Dow Employees: Connection, Content and Personalized Support



**Connection:** 50+ connected activity apps and devices, personal and group challenges, live coaching and integrated incentives

**Content:** Daily tip cards, digital coaching, and healthy habit trackers to boost health literacy and positive behavior change

**Personalized Support:** Relevant, targeted messaging delivered in 20 languages; 22 condition & risk categories

### Broad set of Existing Interest Areas

CONTRIBUTING TO MY COMMUNITY | BUILDING RELATIONSHIPS | BEING PRODUCTIVE | GETTING ACTIVE  
SLEEPING WELL | LEARNING NEW THINGS | MANAGING MY FINANCES | REDUCING STRESS | EATING HEALTHY  
My SAFETY | SUSTAINABILITY | TOBACCO CESSATION | DIVERSITY | INCLUSION

### Sample “Embracing Diversity” Habit Trackers

- Did you say hello to someone you don’t know well?
- Did you learn about a holiday you’re unfamiliar with?
- Did you spend time learning how other cultures approach personal space?
- Did you take time to review your company’s diversity and inclusion policies?



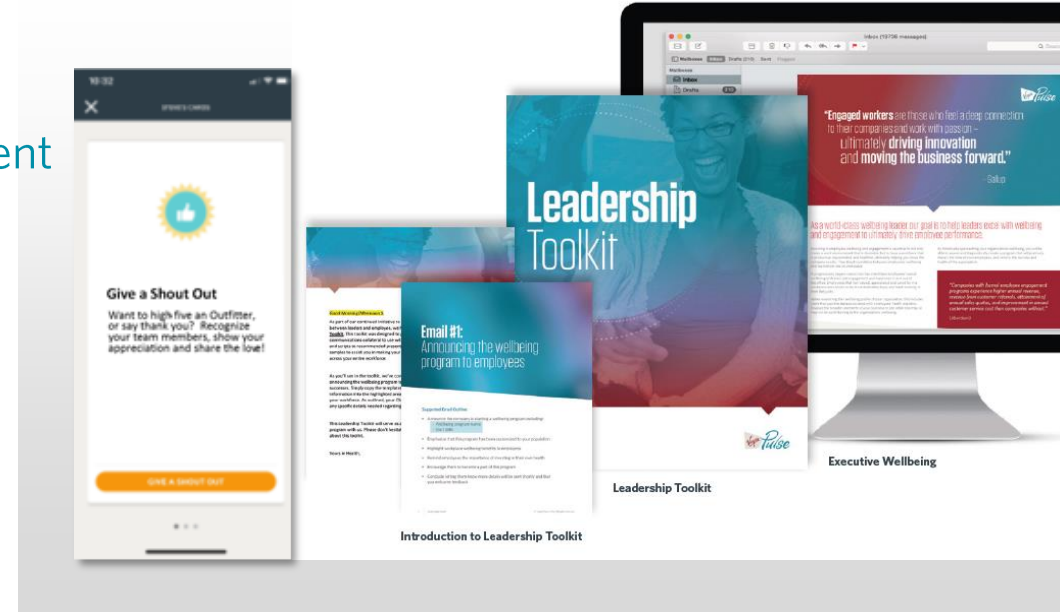
# Dow Leaders: Engagement, Support and Insights to Build Culture

**Engagement:** Leader “Activation” best practices and approach; highly configurable to promote what’s most meaningful to your organization

**Support:** Effective tools for leaders, managers and champions to sustain activation and empower leaders

**Insight:** Relevant, easily interpreted information and data aligned to the given consumer

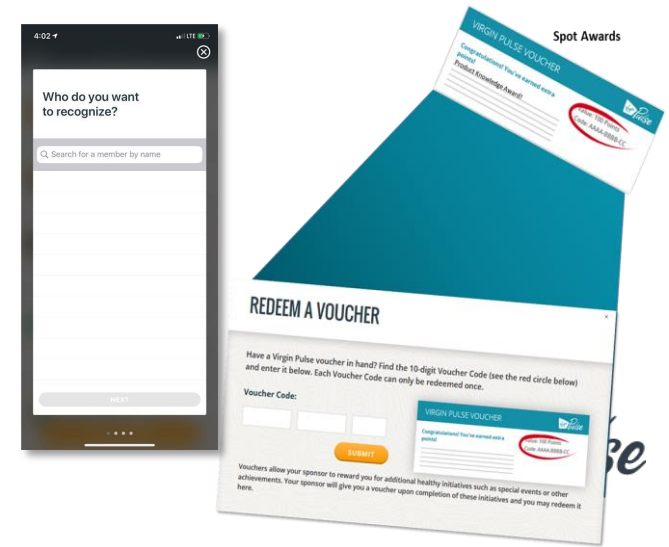
## Engagement



## Insight



## Support



# Dow Leaders: Promote Custom Benefits, Programs and Events

Dow local managers and champions can manage the Events Calendar through the Client Admin Portal. Set dates for company events and announcements for members to discover, RSVP and add to their calendar. Event promotions can be even be readily targeted specific audiences by location.

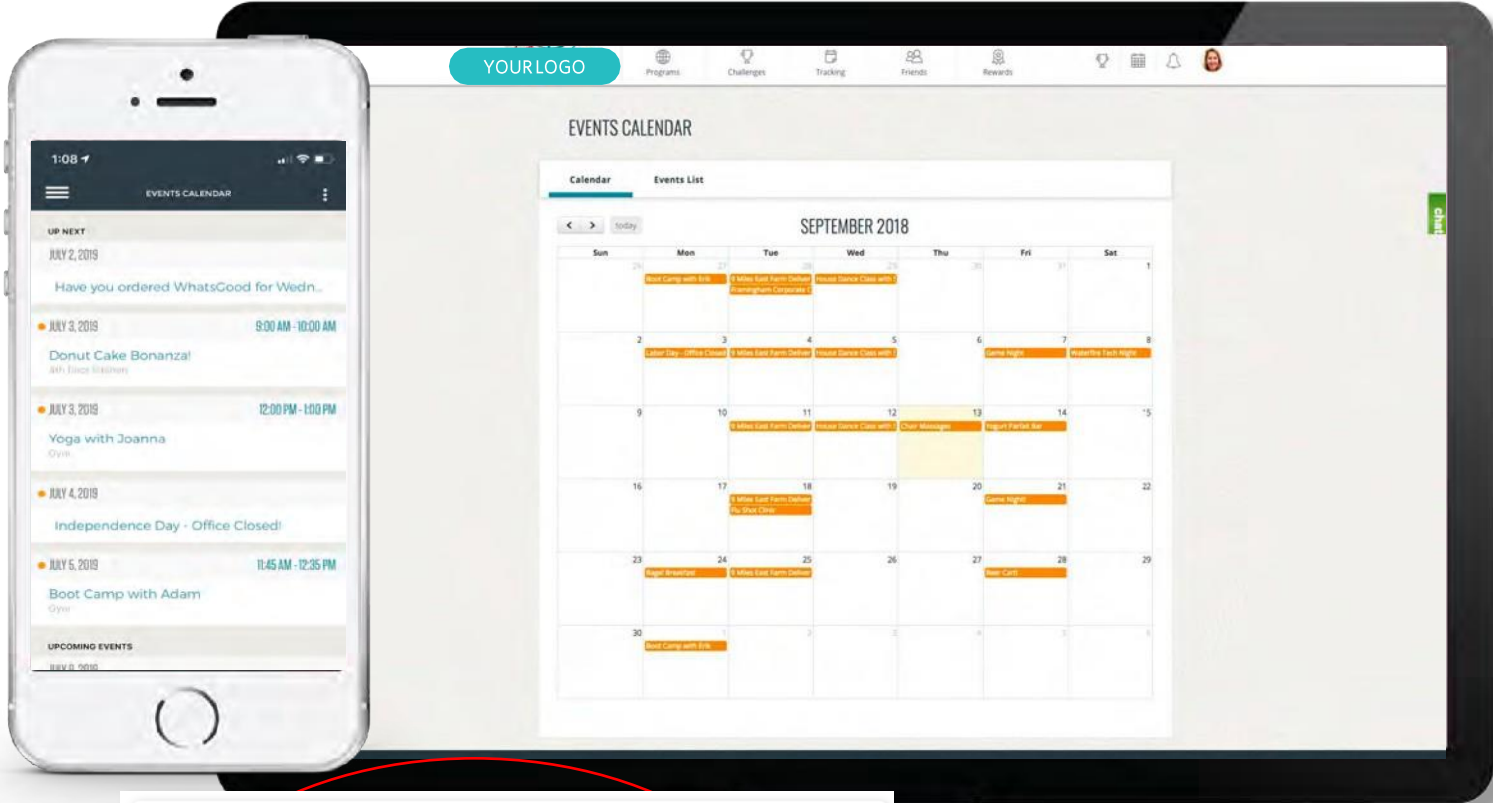
Challenges and accompanying standard email communications can also be configured and launched locally in the easy to use Admin Portal.

Program administrators have access to the Client Resource Center, a digital library with ready-to-use member marketing assets, like posters and user guides, that can be downloaded any time.


The Resource Center also provides training videos and guides on services in the Client Admin Portal:

- Event calendar
- Survey Tool
- Challenges
- Analytics, and more.

Back



### Dow Black History Month

 **February 26**  
12:00 pm  
Springfield, Missouri

[Add To Calendar](#)

[VIEW EVENT](#)

[Don't Show Again](#)

It's important to come together and learn from one another



# Dow Wellbeing Champions: Toolkit of Resources Empowering Culture

## Harness the power of grassroots communication

Wellbeing Champions are trusted and familiar sources of inspiration and information – they can improve program engagement enormously. More, they are a local voice to culture. The Champions Toolkit, alongside the Admin Portal, provide powerful resources to magnify culture on the ground where your company and your employees live.

**Subject: Hey NAME, exciting updates this month!**

**August 2018 Champions Check-in**

**OUTREACH TIP: COWORKER CONNECTION**  
Connect with your fellow operators by creating a gratitude board to hang in your break room. As a Champion, take the initiative and start by asking every person to decide on one thing they're thankful for, then put it on the board. If you can't hang a board up, don't worry. Go around in circles and have everyone say it out loud to the group. Your team members will learn about each other and work better in tandem, while also feeling good about the positive aspects of their lives.

**WELLBEING TIP: ATTITUDE OF GRATITUDE**  
To start and finish your day on the right foot, take a few minutes to privately write down 5 things that you're grateful for your family, an upcoming holiday, or anything at all. Take time for yourself and focus on positive thinking. Gratitude can be influenced by your attitude. Take the time to focus on things you're grateful for and you'll feel happier throughout your day.

**SUGGESTION BOX**  
Have a suggestion for future resources, check-ins or wellness training topics? We'd love to hear from you on how we can make the Champions program even better!

**RESOURCE CENTER**  
Check out the online Resource Center where you'll find downloadable materials to help engage and excite your fellow Virgin Pulse members!

**Apply Today**  
www.surveylink.com

**WHAT IT MEANS TO BE A VIRGIN PULSE CHAMPION**  
Leader, Support, Advocate. We're looking for regular people who have a passion for motivating and inspiring others, and will rally around the common goal of a healthier organization.

**ARE YOU UP FOR IT?**  
Surveylink.com

**Calling all champs!**  
As you know, your organization has partnered with Virgin Pulse to bring you a fantastic health and well-being program. And CLIENT is looking for dedicated, enthusiastic folks to step up and get in on the action in advance, and help spread the health throughout your organization. How? By becoming a Virgin Pulse Champion!

**WHAT IT MEANS TO BE A VIRGIN PULSE CHAMPION:**  
Leader, Support, Advocate. You don't have to be a fitness fanatic! We're looking for regular people who have a passion for motivating and inspiring others, and will rally around the common goal of a healthier organization. Are you up for it?

**Champions do?**  
Champions are chosen for their enthusiasm and commitment to physical activity and healthy lifestyles effectively communicate with colleagues and support the spirit of the Virgin Pulse. They enjoy motivating & leading others, and rally around the common goal of an overall healthier.

**Champions important?**  
Champions play a key role in making the program a success. The feedback from Champions helps to improve the Virgin Pulse member experience at each worksite and reduce frustrations and concerns. We're excited that when a strong team of Virgin Pulse Champions is in place, there is an increase in colleagues' activity levels and challenge participation rates.

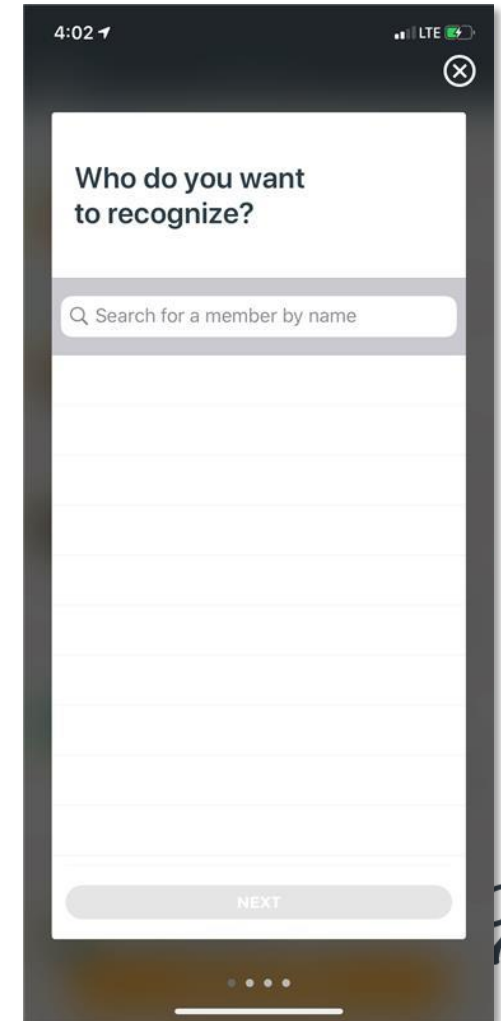
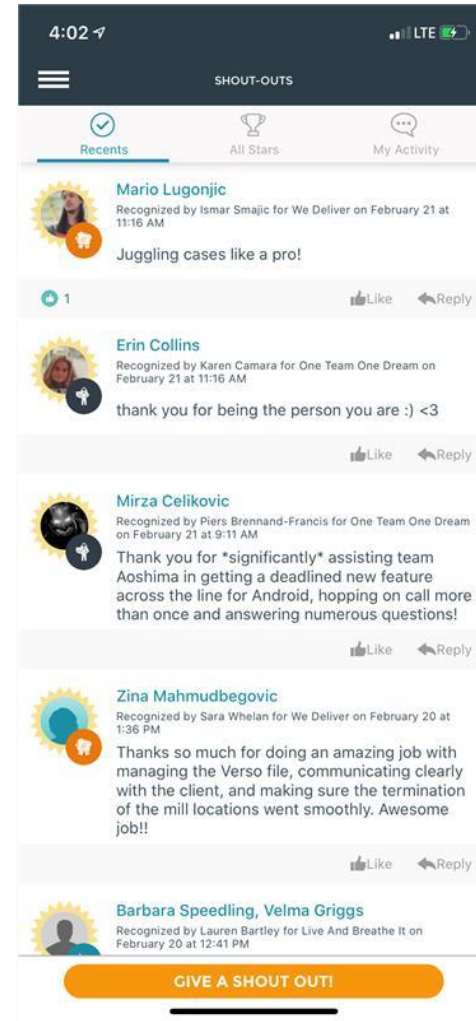
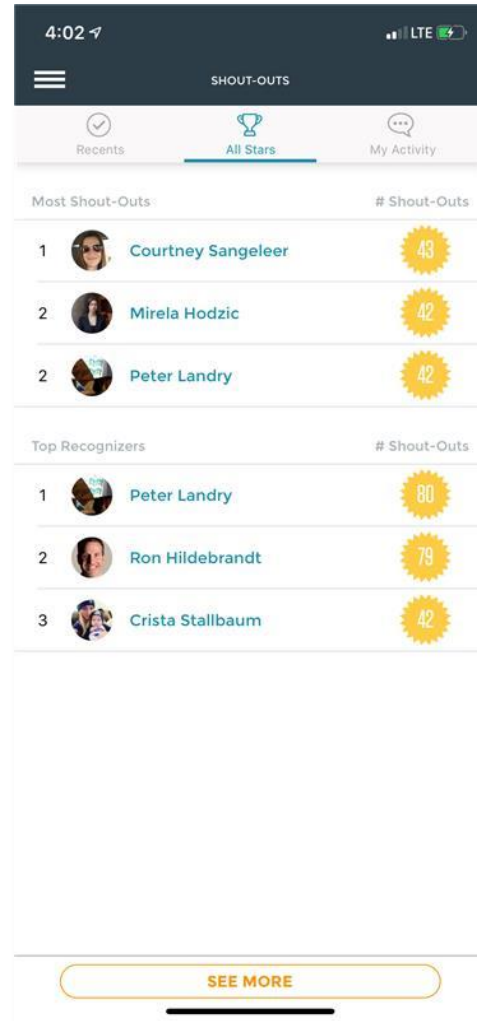
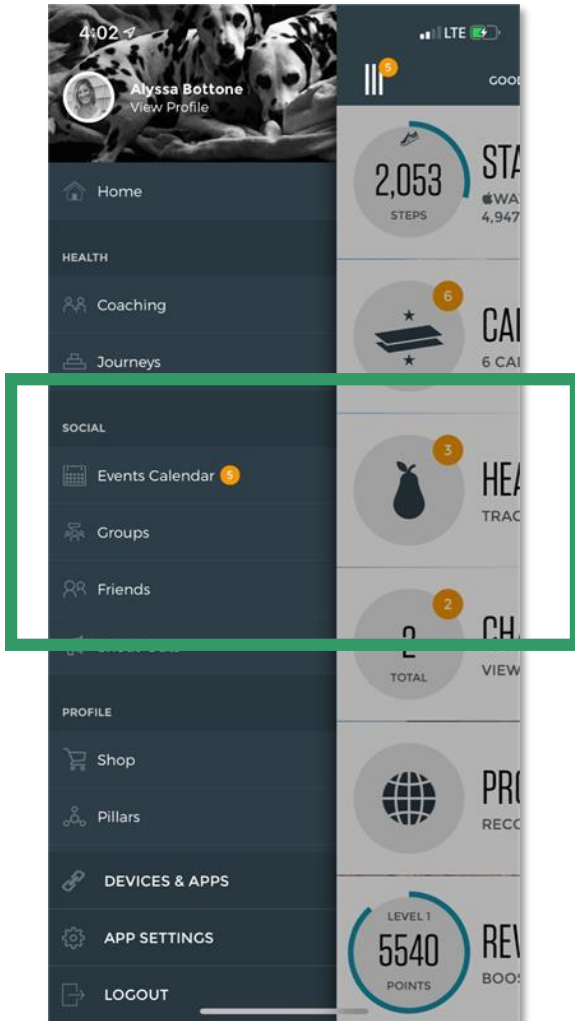
**Champions have the opportunity to get involved and make a difference in the lives of their fellow colleagues. So, encourage your colleagues to make the world their workout and together let's make the Virgin Pulse program a hit!**

**Give a Shout Out**  
Want to high five an Outfitter, or say thank you? Recognize your team members, show your appreciation and share the love!

**Virgin Pulse**

# Reinforcing the Message - Shout Outs for Everyone! Dow Leaders, Champions and employees

Team leaders, managers can be nudged to recognize employees and peers, and employees can show support for each other!



Back

Pulse



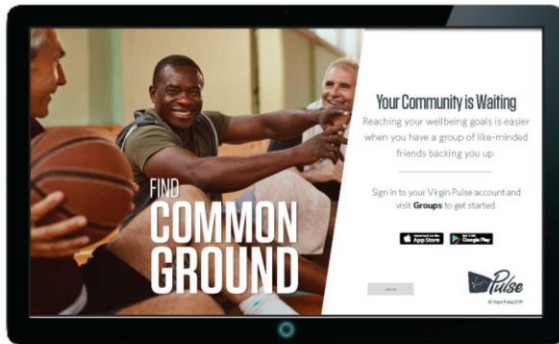
# Existing Diversity and Inclusion Program Examples

# Turnkey Diversity and Inclusion Specific Content – This is where it starts

## Diversity and Inclusion – Content built in

- D & I Pillar Focus
- 103 Daily D & I Content Cards
- 30 Healthy Habits Trackers supporting individual habit formation and group challenges targeting D & I
- Healthy Habits Challenges
- Communications Campaigns
- Social Groups supporting Diversity and Inclusion

## Communications Campaigns



Digital Display



Flyer



Email Header




Postcard



## Healthy Habits


**Bias Awareness**

Were you aware of unconscious bias today?




**Culture of Care**

Are you contributing to our Culture of Care at Bass Pro Shops?

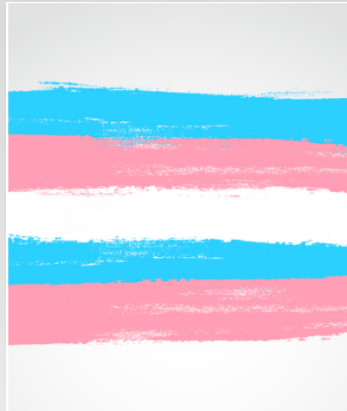


**Be Empathetic**

Did you take time to be empathetic toward others today?



## Daily Cards




**Respecting Gender Identity**

Did you know 90% of people who identify as transgender have experienced harassment or mistreatment at work?

You can contribute to making your workplace harassment-free! Share the importance of staying focused on people's skills and quality of work, rather than their gender identity.

**GOT IT!**



**Celebrate Diversity**

"Diversity is the one true thing we all have in common. Celebrate it every day."  
— Unknown

It's good to be different. Today write down 5 ways you're unique and why that's a good thing.

**GOT IT!**



# Other Turnkey Communications Campaigns and Social Groups Supporting Diversity, Inclusion

### Mental Health—Let's Open Up

**LET'S OPEN UP**

(May is Mental Health Month/ October 10 is World Mental Health Day)

Let's open up to each other and help advocate the often untold mental health. You have access to tools to help you manage stress and strengthen your resilience.

Sign in today

Digital Display

**LET'S OPEN UP**

It's OK to talk about mental health. Let's open up to each other and help advocate the often untold mental health. You have access to tools to help you manage stress and strengthen your resilience.

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Flyer

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Tablet—2-sided

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It's OK to talk about mental health. Let's open up to each other and help advocate the often untold mental health. You have access to tools to help you manage stress and strengthen your resilience.

Sign in today

Postcard

### Social Groups—Connect

**CONNECT WITH YOUR COWORKERS**

Get Social—Join a Group

Discover new workout tips, learn a few new recipes and discover your favorite hobbies. Don't see a group for you? Start your own!

Sign in your Virgin Pulse account and **Go Social** to get started

Flyer

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Tablet—2-sided

### Social Groups—Join the Club

**LOOKING TO SHARE INTERESTS? JOIN THE CLUB!**

Join a group—find friends.

Discover your favorite hobbies and find workout buddies. Don't see a group you like? Start your own!

Sign in your Virgin Pulse account and **Go Social** to get started

Flyer

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Tablet—2-sided

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Postcard

### Social Groups—Common Ground

**FIND COMMON GROUND**

Your Community is Waiting

Looking for workout buddies and find workout buddies. Don't see a group you like? Start your own!

Sign in your Virgin Pulse account and **Go Social** to get started

Flyer

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Tablet—2-sided

**FIND COMMON GROUND**

Your Community is Waiting

Looking for workout buddies and find workout buddies. Don't see a group you like? Start your own!

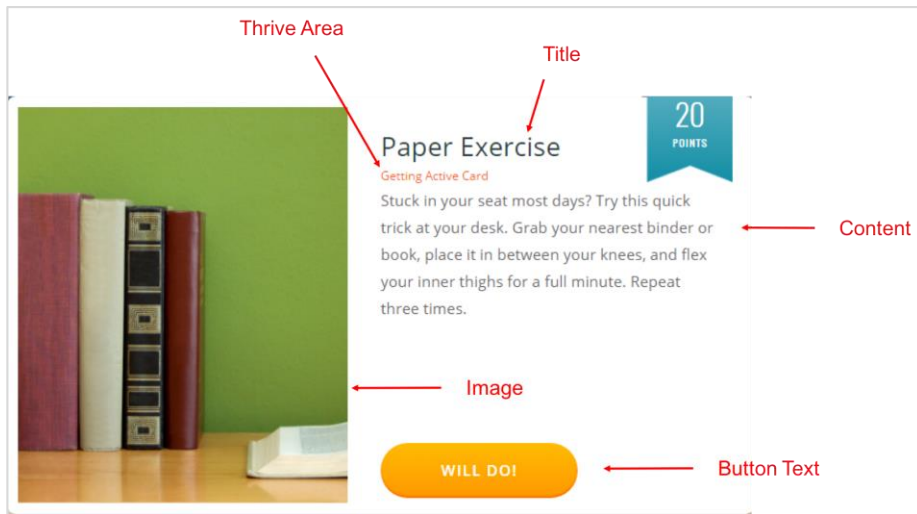
Sign in your Virgin Pulse account and **Go Social** to get started

Postcard

# Promote Diversity and Inclusion in the Way Most Meaningful to Dow

*Configurable Daily Cards, Healthy Habits, Calendar Events and Even Corporate Challenges –*

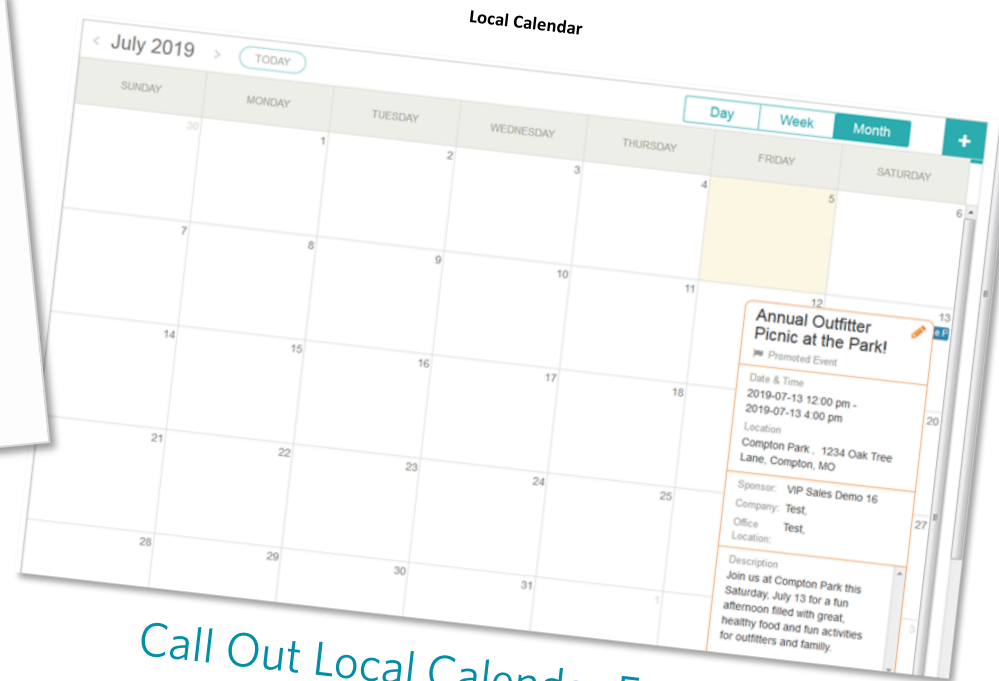
Build yourself, or have your Client Success team take the lead, There are an incredible array of options to support your culture and your message around D & I..



Create your own Cards



Custom Health Habits



Call Out Local Calendar Events

# Channels for custom D & I messaging - In Dow own words

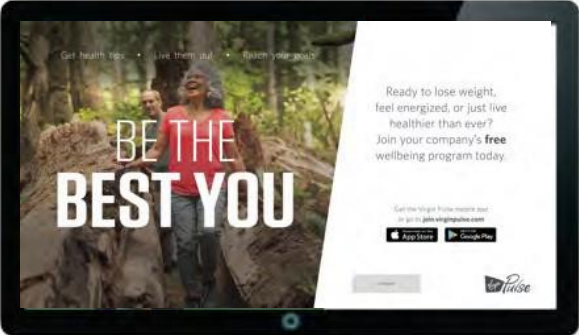
Use a variety of delivery tactics and member marketing assets to reach your employees in their store, in the corporate office, or anywhere in between. Your Client Success team and our marketing team can use your words or provide the content that aligns your culture goals.



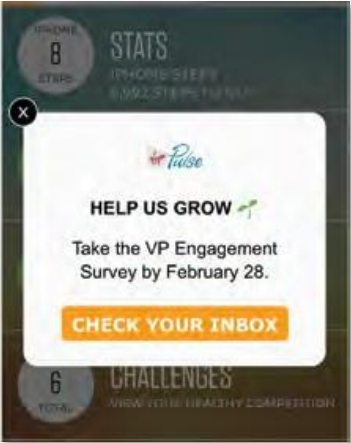
Site Popup - Desktop



Offline Asset - Postcard



Offline Asset – Digital Display



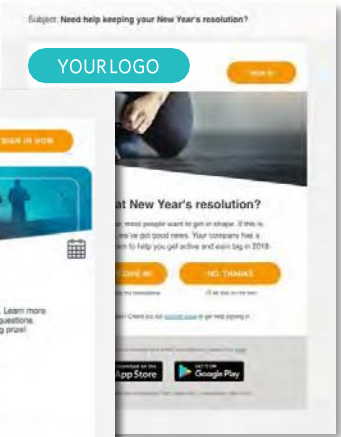
In-app Reminder - Mobile



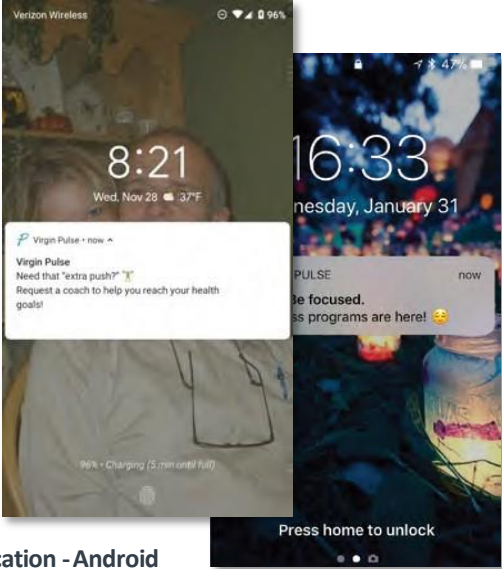
Offline Asset – Feature Guide



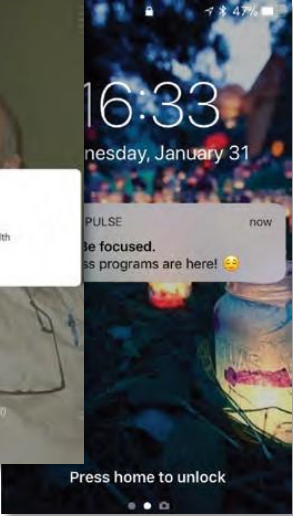
Offline Asset – Poster



Emails



Push Notification - Android



Push Notification - iPhone

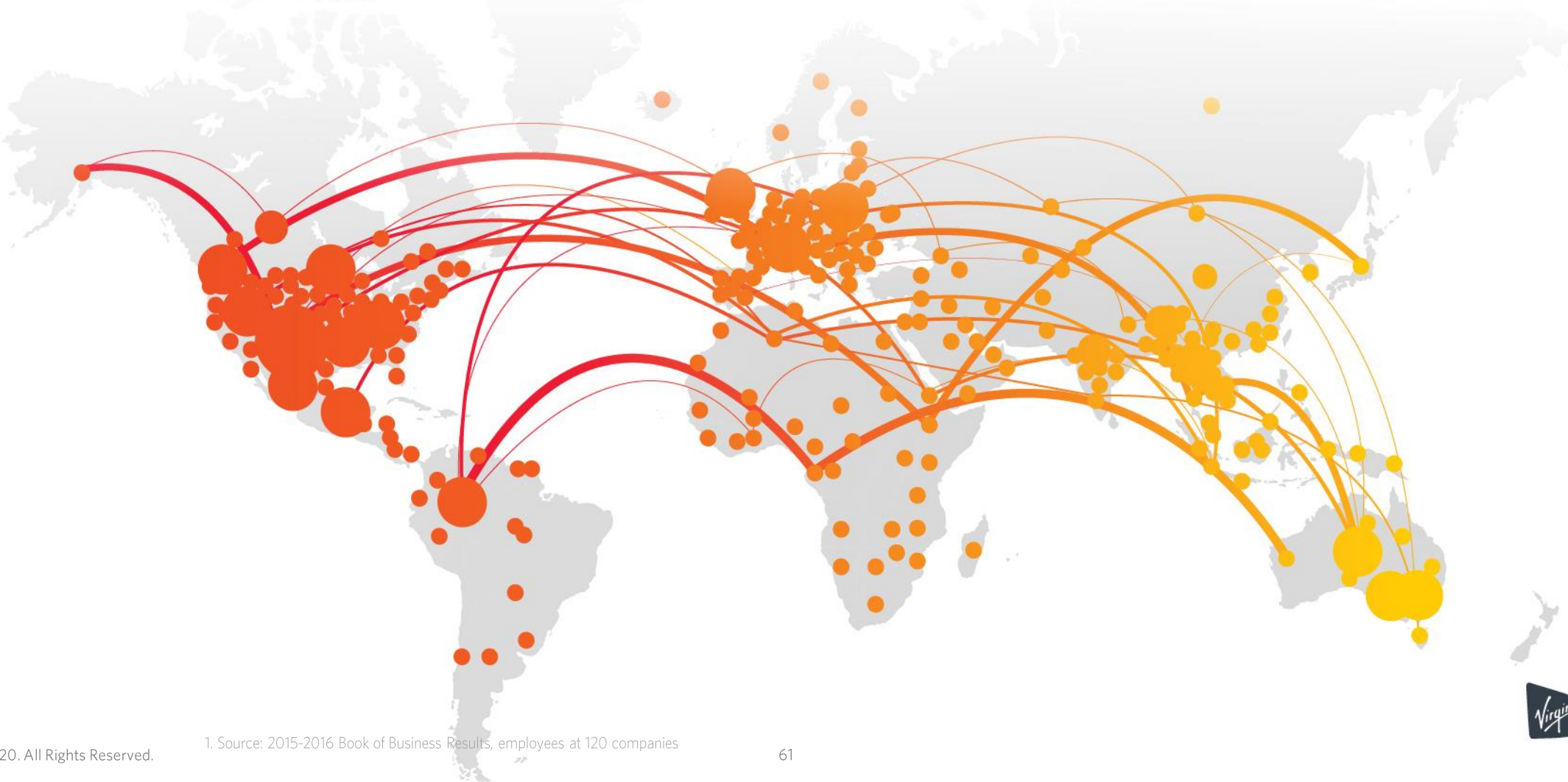


# Supporting Dow Culture and Social Interaction



# Social Cohesion Drives Better Participation, Engagement, Outcomes

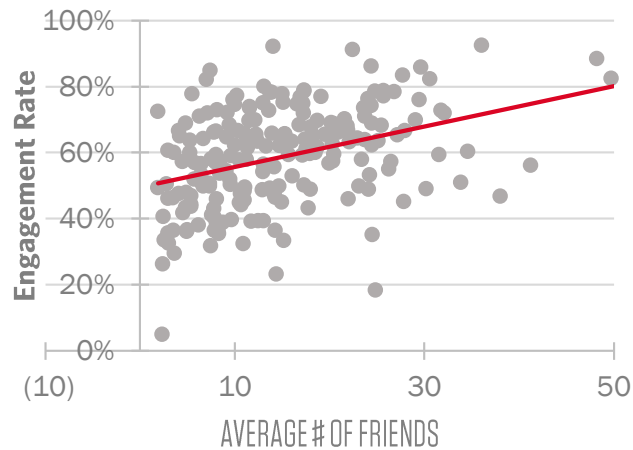
Social connections illustrate strengths in relationships and participation, and identify target areas for intervention<sup>1</sup>



# Friends Support The Path to Wellbeing

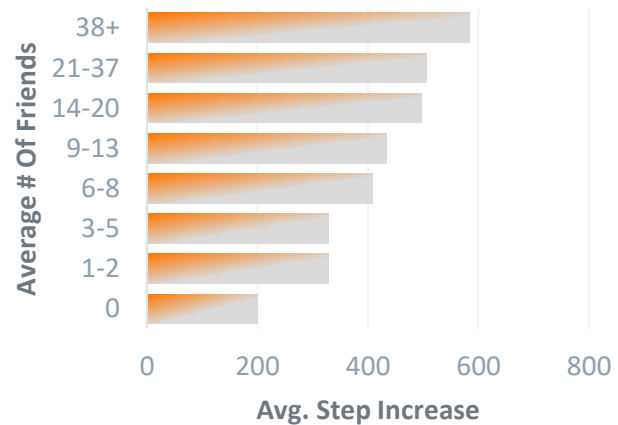
Stronger social networks also correlate to increased engagement, activity & health

## More Engagement<sup>1</sup>



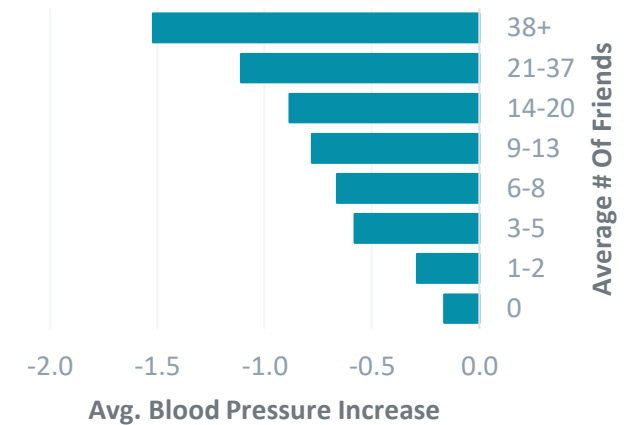
## More Activity<sup>2</sup>

Average # of friends directly correlated to increasing activity:



## Healthier Outcomes<sup>3</sup>

Average # of friends directly correlated to reducing blood pressure:



Back

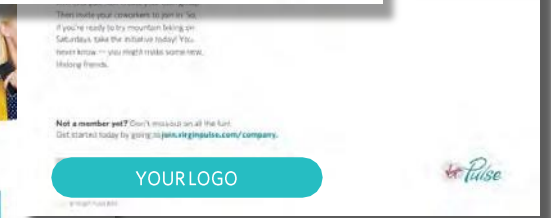
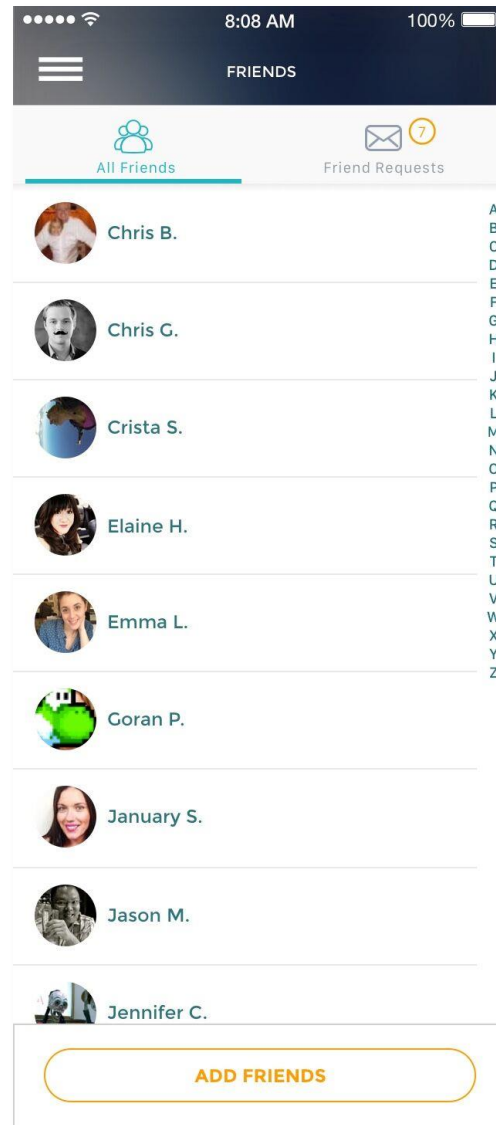
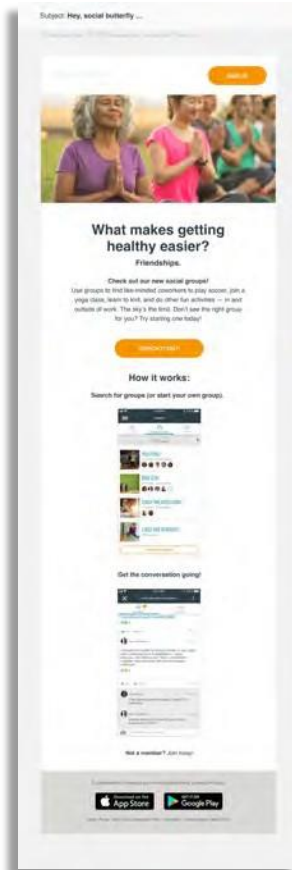
1. Average 2018 monthly engagement by sponsor for Book of Business. Average number of friends by sponsor for members at any point in 201. n=221  
 2. Change in average steps from first 14 days of tracking to average steps most recent 30 days of tracking. Data from 2008-2018 validated only (from devices). n=577,830  
 3. Change in first recorded Systolic BP to last recorded Systolic BP. Data from 2008-2018 validated only (no self-entry). n=128,949



# Social Support for Dow Employees

Virgin Pulse incorporates social support throughout the platform.

Friends and family, social groups, and chat features help Dow employees encourage each other and acknowledge each other's success.

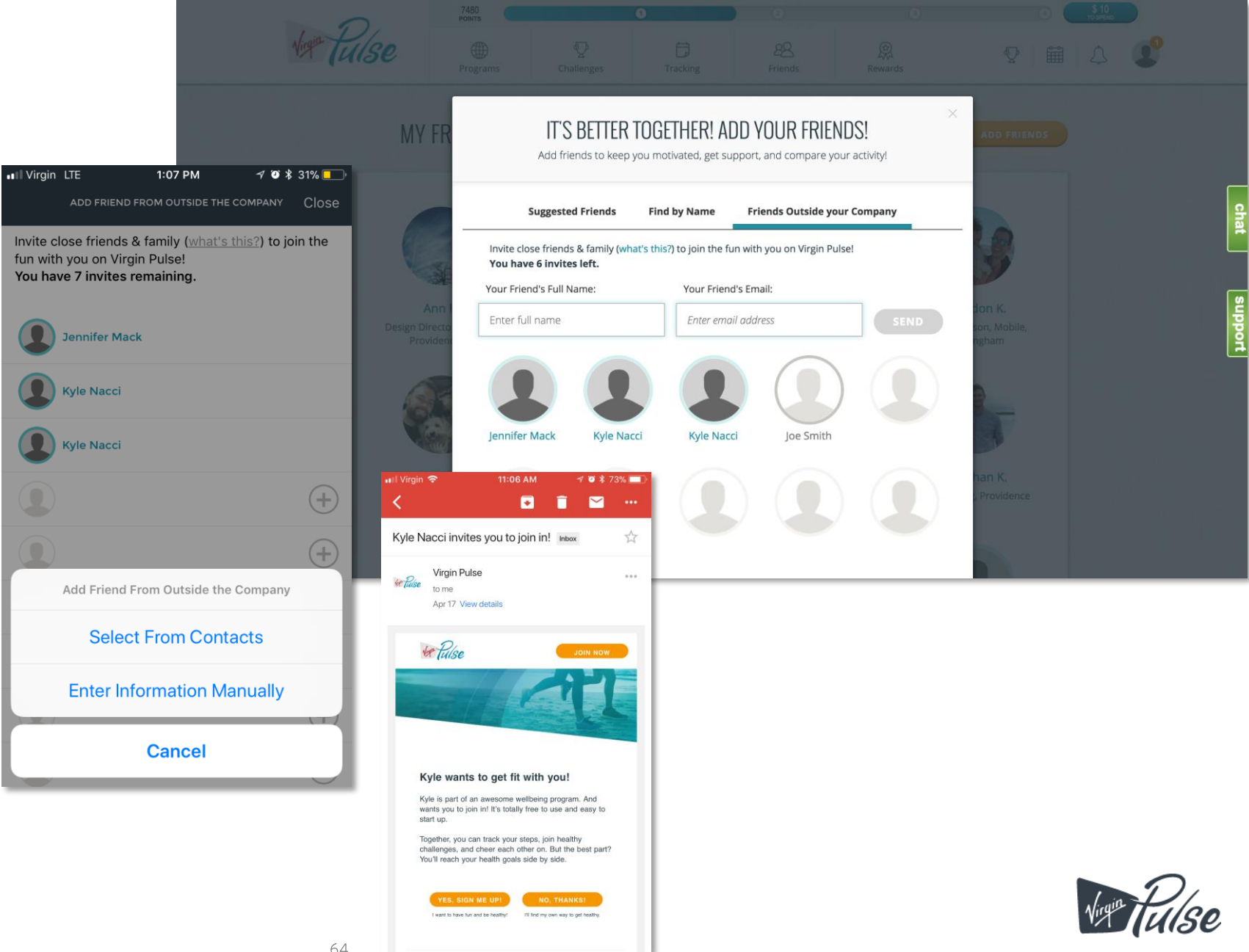


# Dow Friends & Family

Dow employees can connect with each other through the app, building a wide support system through a variety of interactions.

Additionally, Dow employees can invite up to 10 friends and family members outside of Dow, using either the web or mobile app.

Friends can connect devices or other tracking apps, choose their interests, track their habits, view daily content cards, and participate in challenges.

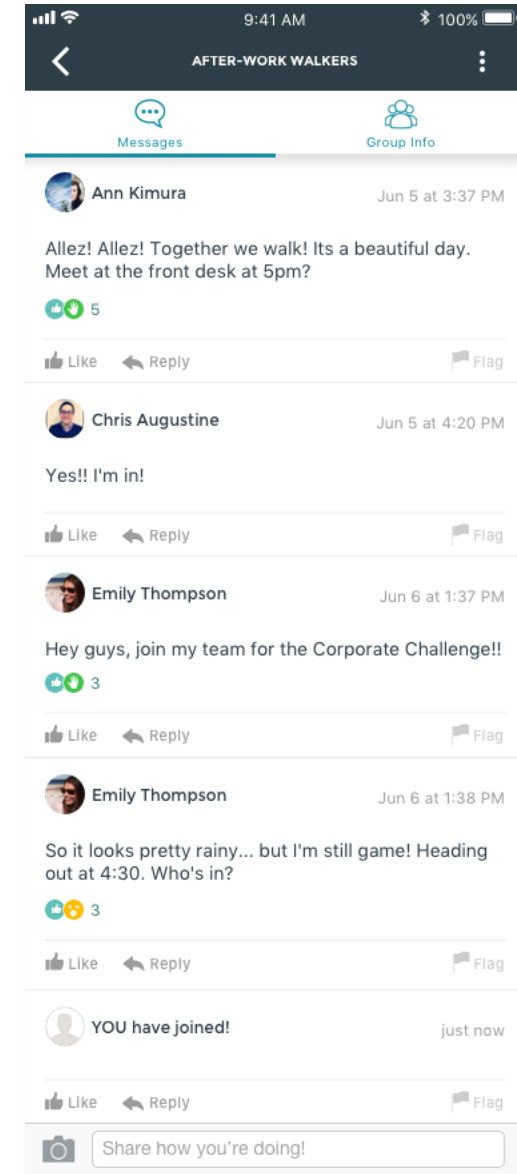
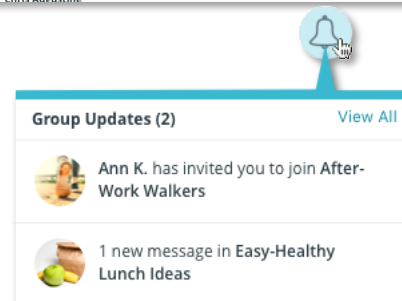
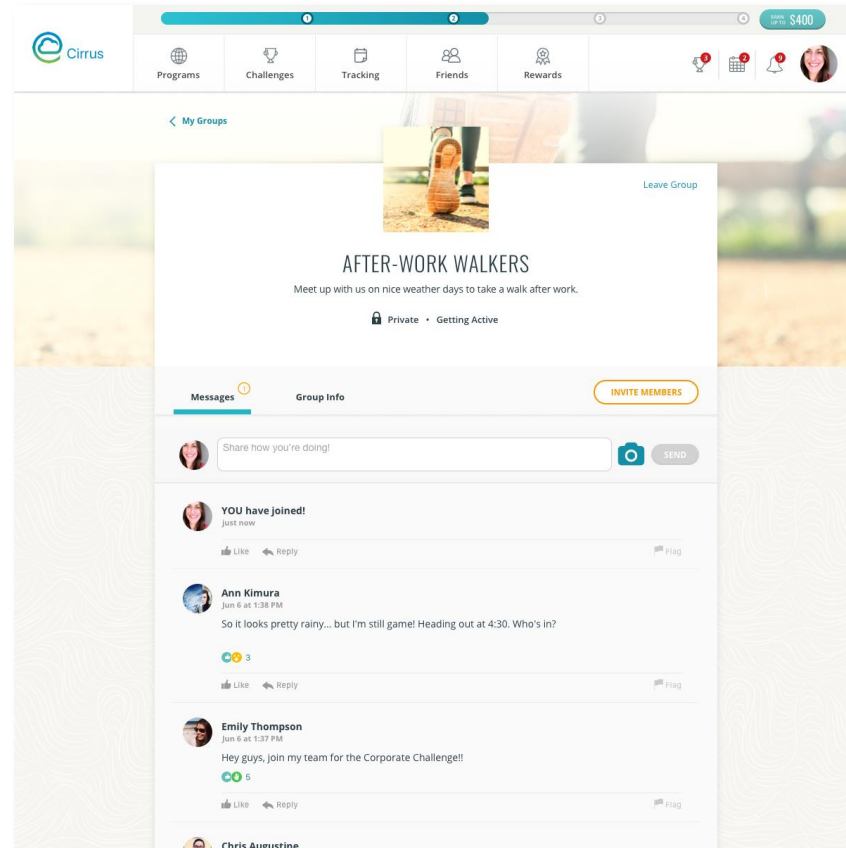




# Dow Social Groups

**Social Groups** are a Virgin Pulse feature allowing members to interact with their co-workers through groups on various topics. Members can create and join groups of their preference on their Virgin Pulse account.

The members then have a shared board on which to share information and post comments. For example, members could create a group to share recipes and encourage each other to cook.



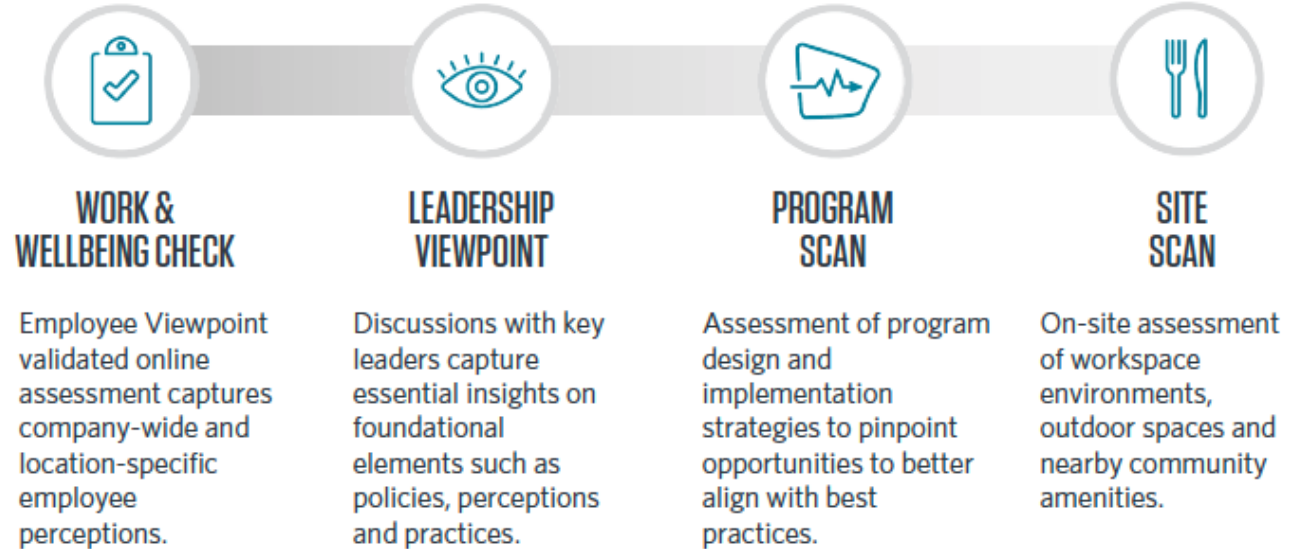
# Virgin Pulse Culture Check for Dow

Virgin Pulse Culture Check applies a unique four-pillar approach to produce a benchmarked report and detailed, actionable recommendations tailored for your situation.

Evaluating your culture can uncover unexpected opportunities. Unlike typical self assessments and scorecards,

Virgin Pulse Culture Check concisely synthesizes data from multiple aspects of your culture, and provides you strategic guidance, realistic recommendations based on validated metrics and evidence-based best practice research.

At the core are the insights gained from those who matter most: your employees.



# VP+

whil.

Mindfulness/  
Resilience

ex program  
by Truth Initiative

Smoking  
Cessation

Aaptiv

Fitness/  
Workouts

zipongo  
EATING WELL MADE SIMPLE

Nutrition

oviahealth™

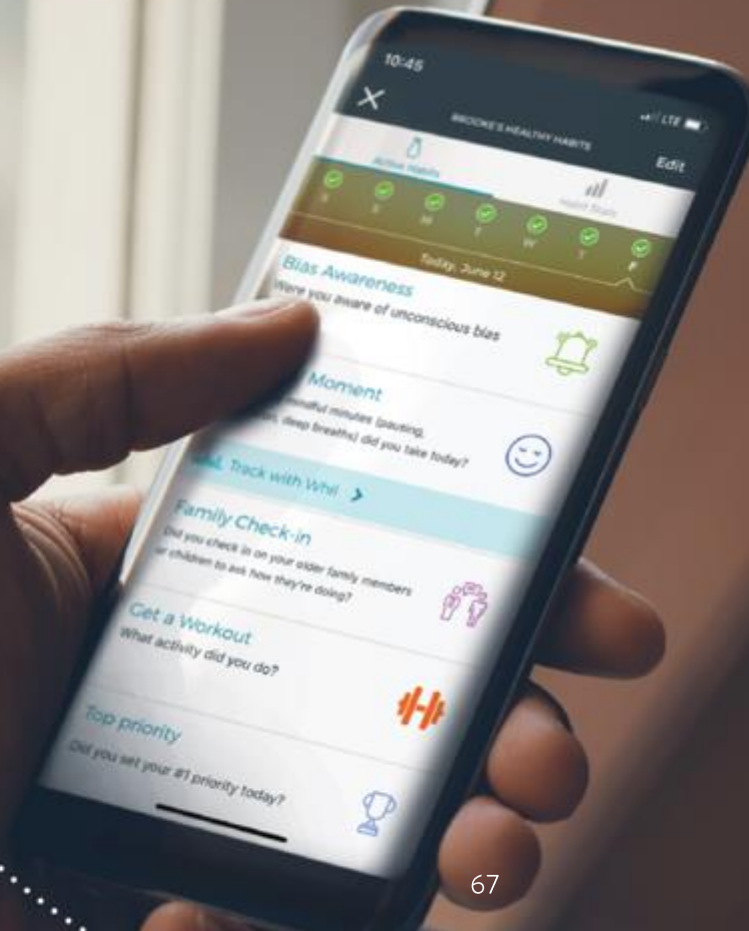
Family  
Health

kaia  
health™

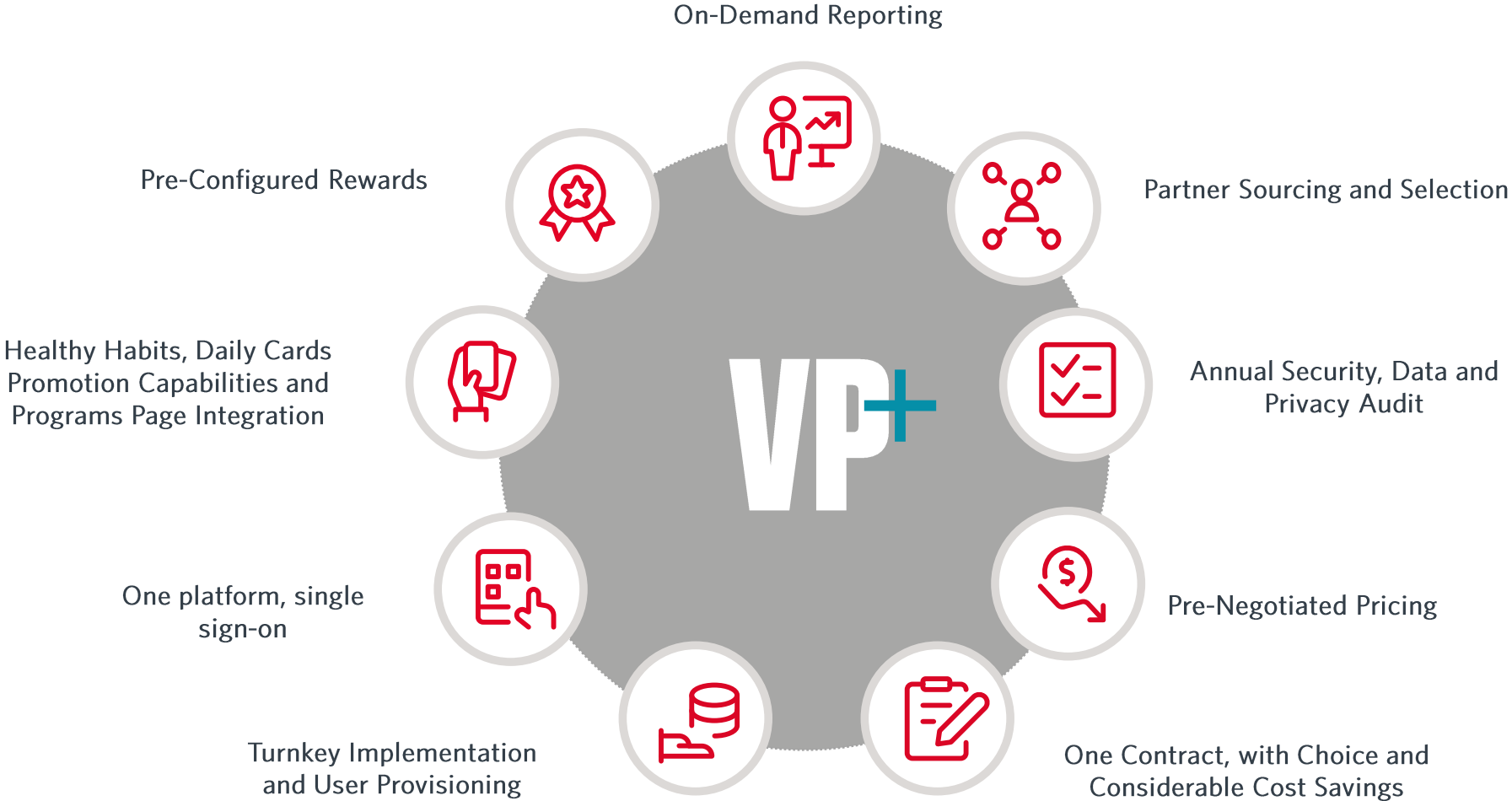
Musculoskeletal

Enrich

Financial  
Wellbeing

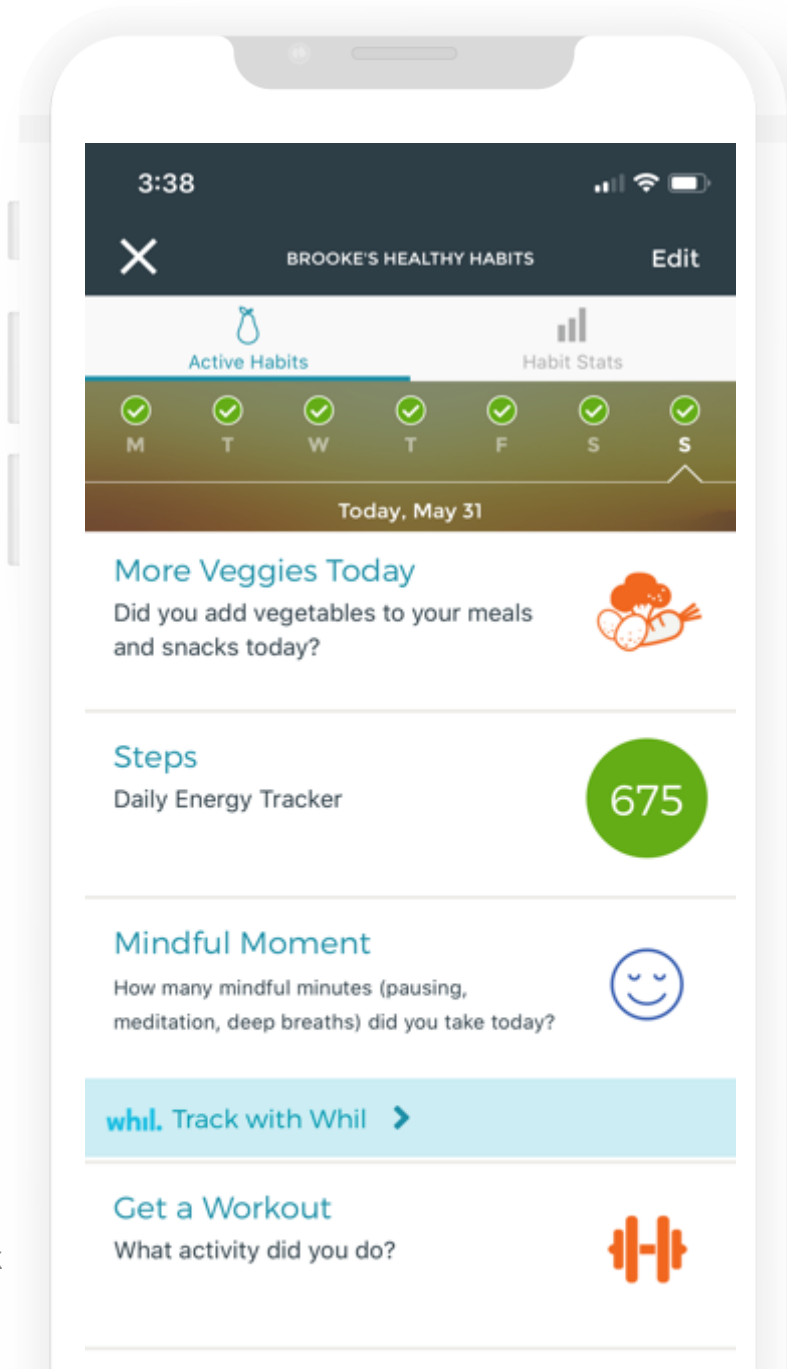


# Complete Lifecycle Management Included in VP+



Back





Back

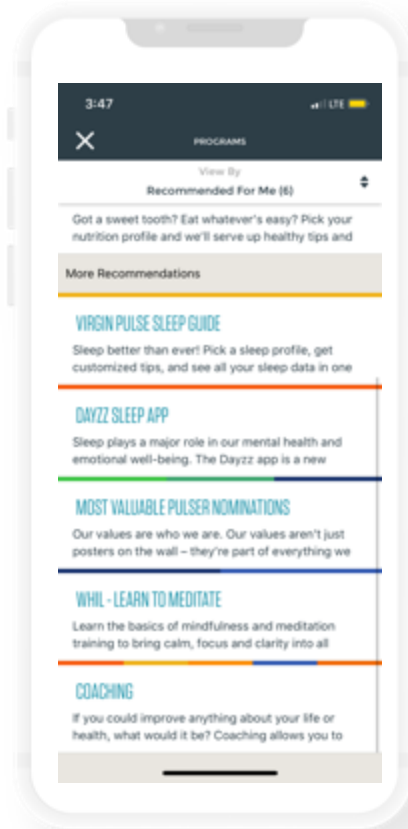
# Connected Member Experience

VP+ expands employee's personalized, daily health and wellbeing experience and helps to increase awareness, utilization, and creates successful daily routines.

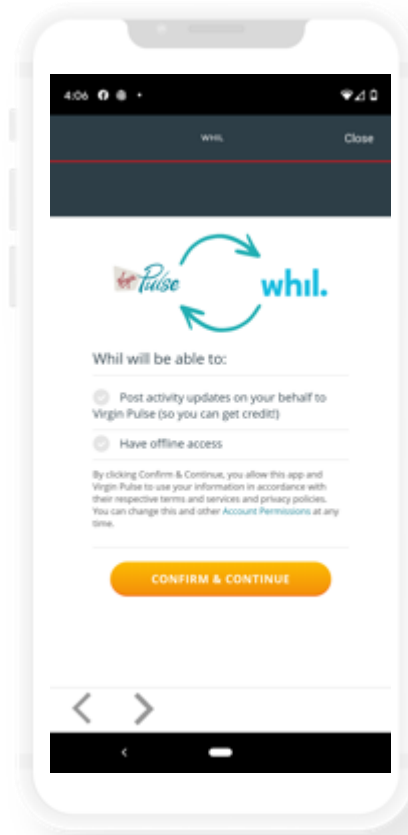
- ✔ All partners, all in one place
- ✔ Single sign-on seamlessly connects
- ✔ Healthy habit integration makes tracking daily habits easy\*
- ✔ Real-time rewards reinforce daily success
- ✔ Motivating and supportive of employee journey

# All-In-One, Integrated Engagement Platform

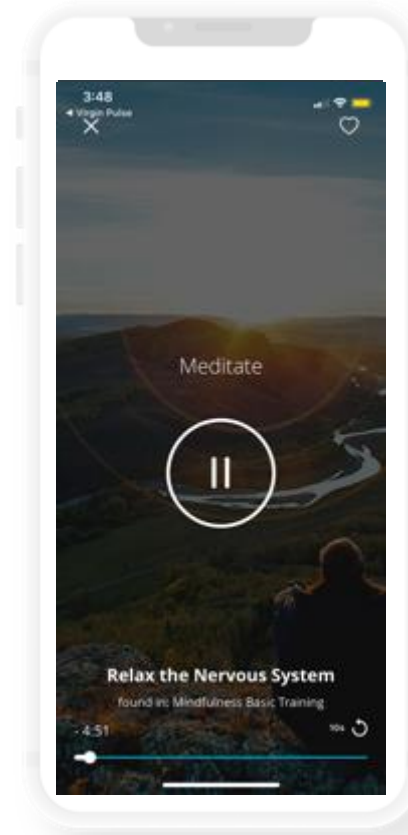
Navigate to and access partners using the programs page.



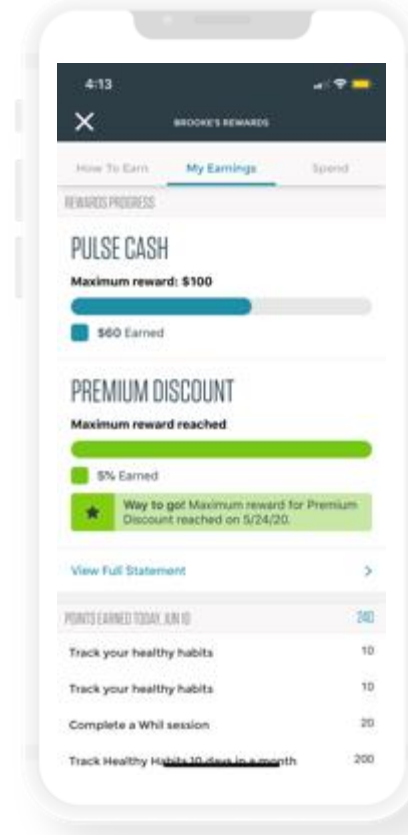
Seamlessly connect to partner applications from Virgin Pulse. Member confirms terms and conditions.



Access partner content directly within the partner application.



Complete activities to earn rewards within Virgin Pulse.



Back

Image is for illustration only; program page design subject to change.



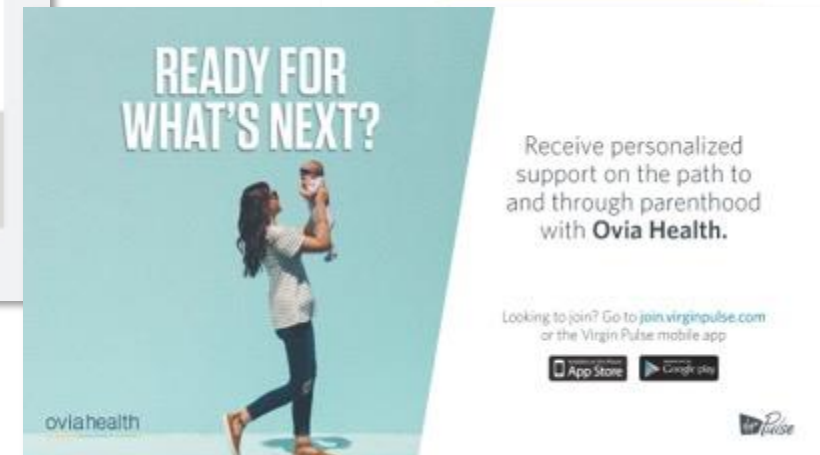
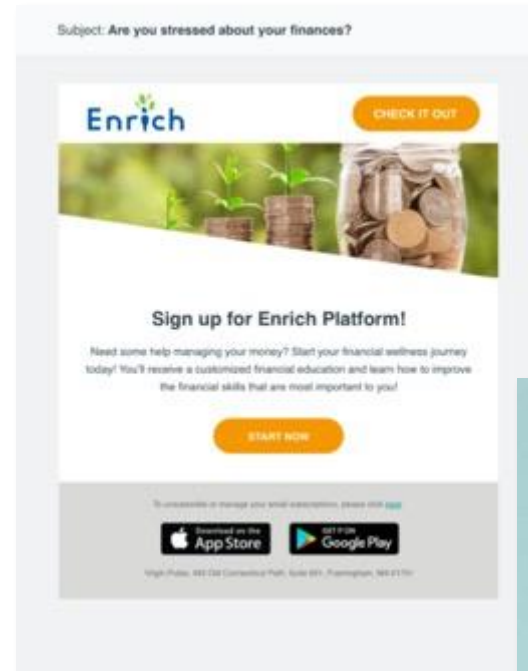
# VP+ Member Communication Package

## Available Campaign for VP+

- Email Feature Guide
- Poster / Digital Display
- Postcard
- Table Tent

## Available Campaigns for Each VP+ Partner

- Email
- Poster Digital Display
- In-App Mobile Message



Utilize Custom Comms Credits for Customization

# Client Support for Dow



# Virgin Pulse Client Success

**Your Client Success Manager, and our extended team of experts, provides consultative, collaborative support at every step. We lead with operational excellence to ensure you – and your employees – get the most of your program.**



**Implementation & Program Design Strategy**



**Tactical & Strategic Program Management**



**Data-driven Decision Making & Ongoing Analysis**



**Member Engagement Strategy & Communication Support**

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# Your Value Map

- ✓ **Vision** Your organizational mission - the why behind your program
- ✓ **Values** Your true north - the guiding principles that inform your decisions
- ✓ **Objectives** Program goals and outcomes that represent success for your organization
- ✓ **Actions** Strategic plans and focused activities to drive progress toward your objectives
- ✓ **KPI's** Key performance indicators that identify and measure program impact



Discover



Develop &  
Implement



Deliver



Demonstrate Value



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# Enhanced Incentive Design Flexibility

More Personalized. More Engaging. Better Outcomes.



## Biometric Rewards

Reward members for hitting a biometric target metric or percentage improvement.



## Custom Completion Period

Set a window of time for actions to be completed.



## Grouping

Group actions together with rewarding contingent on completing one, some or all in a group. Allows for more choice for achieving rewards.



## Gating

Require certain actions be completed before any other rewards can be unlocked. Allows key activities to be emphasized.



## Reward Capping

Provide reward options to members outside of a levels game design while keeping a set budget.



## Reasonable Alternatives

Reasonable alternatives are available for members to earn an award to offer equal opportunity to members.

# Analytics & Reporting



On-demand aggregate program analytics and reporting across 100+ metrics



Extensive filtering and segmentation options to quickly inform JCI on important data



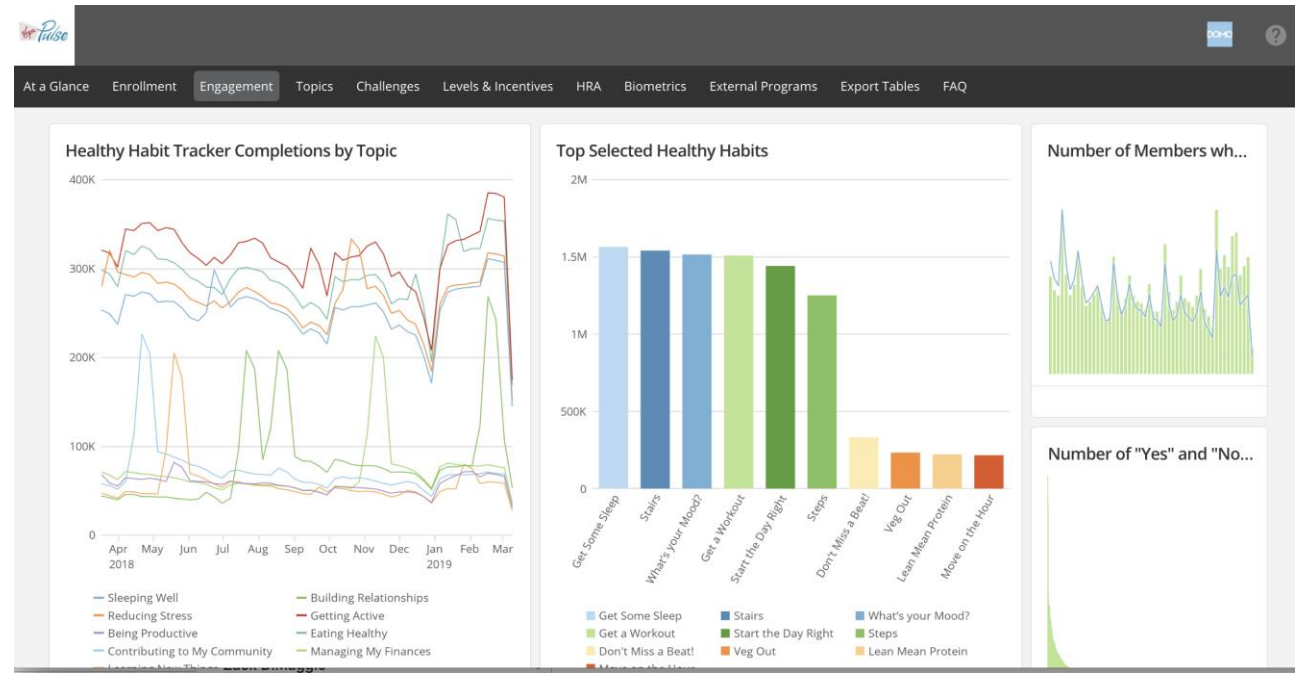
Data display and export tools to easily share insights with internal stakeholders

Back

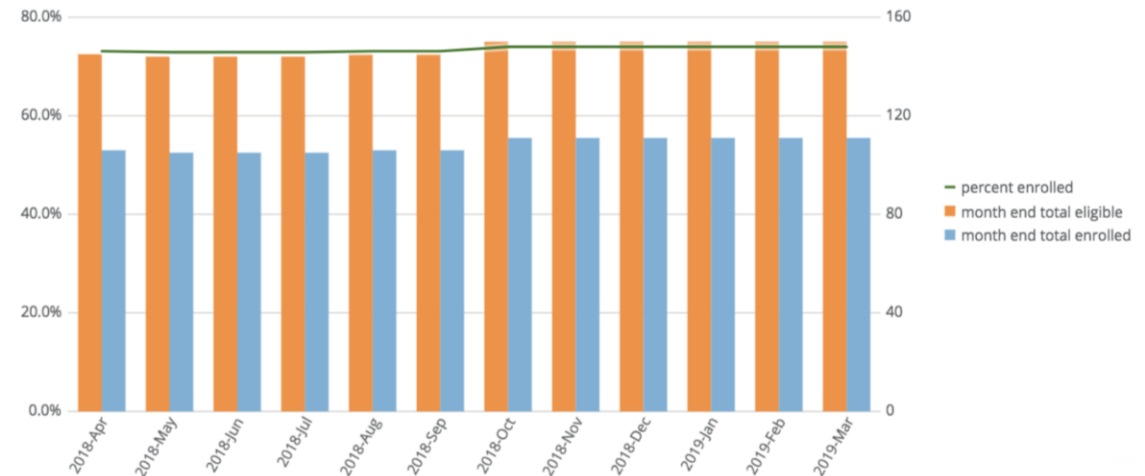


# On-demand reporting

- Ability to view aggregate insights into your program on a variety of metrics from engagement to biometrics
- Provisioned to only appropriate individuals with specific access
- Ability to export data into PowerPoint, Excel, and PDF formats
- Access on desktop or through the mobile app on iOS and Android



**74.0 %** of members are enrolled



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# Quarterly & annual reviews

- In depth reporting and insights about your program provided to you on a quarterly and annual basis
- Provides stats around program usage, wellbeing areas, and biometrics
- Client Success team provides recommendations and actionable next steps to ensure program success

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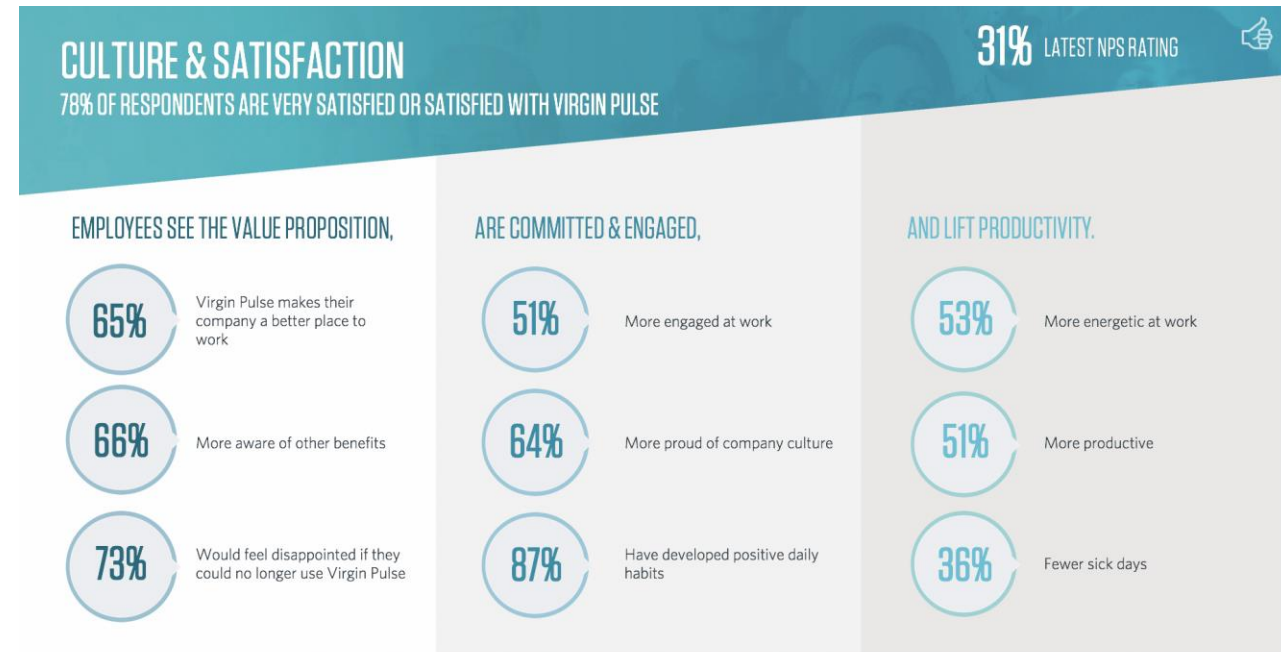
## WELLBEING DASHBOARD

PULSE SCORE:  70  
BOOK OF BUSINESS: 70  
INDUSTRY: -



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[EXECUTIVE DASHBOARD](#) | [WELLBEING DASHBOARD](#) | [RECOMMENDATION SUMMARY](#) | [PRODUCT ROADMAP](#) | [INSIGHTS](#)



Number of respondents: 7,079

[EXECUTIVE DASHBOARD](#) | [WELLBEING DASHBOARD](#) | [RECOMMENDATION SUMMARY](#) | [PRODUCT ROADMAP](#) | [INSIGHTS](#)



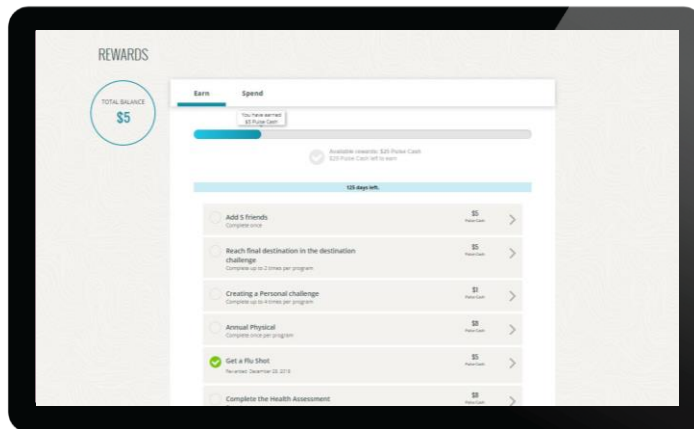
# Incentives

# Virgin Pulse Supports a Wide Range of Incentive Designs

## Action Rewards Game

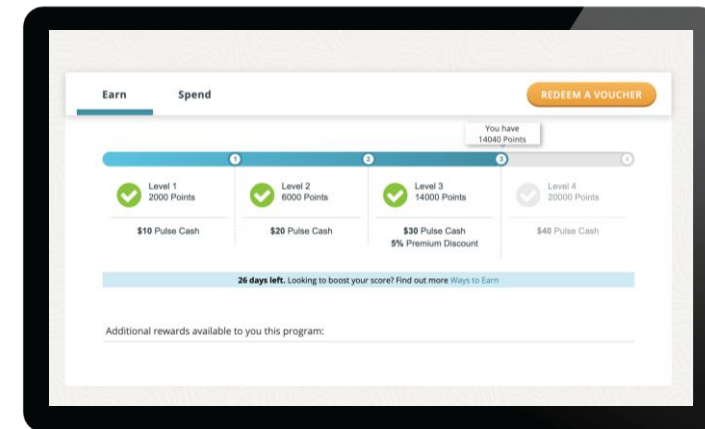
### Healthy Lifestyle & Outcomes

Members complete an action or a group of actions to earn an incentive. A wide range of actions are supported.



## Points/Levels Game

Members complete actions to earn points and reach levels. Levels unlock incentives. Configurable points-based game with four levels that can run quarterly or annual.





# Enhanced Incentive Design Flexibility

More Personalized. More Engaging. Better Outcomes.



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## Custom Completion Period

Set a window of time for actions to be completed.



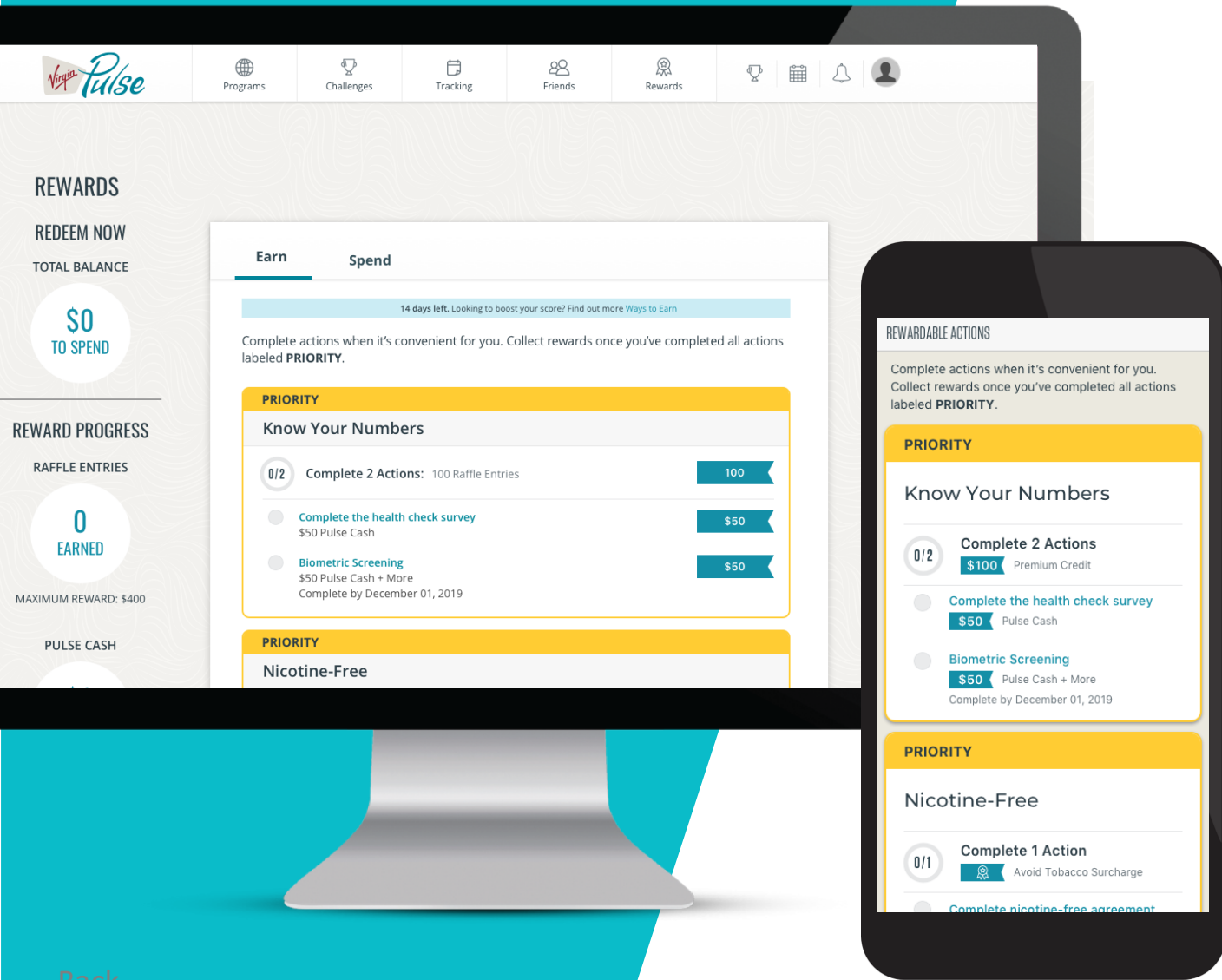
## Gating

Require certain actions be completed before any other rewards can be unlocked. Allows key activities to be emphasized.



## Reasonable Alternatives

Reasonable alternatives are available for members to earn an award to offer equal opportunity to members.



# Outcomes Based Design

New framework incentivizes healthy actions and outcomes that drive results.

Support new configurations and a variety of program designs with:

- ✓ Grouping
- ✓ Gating
- ✓ Reward Capping
- ✓ Biometric Rewards
- ✓ Reasonable Alternatives
- ✓ Custom Completion Rewards

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# Live Services

# VP Live Bolsters Homebase for Health™

Members are empowered to choose the elements and path most relevant to them

Approach is member-centric

Options for members to engage

Choice of focus is a key driver



# Virgin Pulse Live – Experience and Expertise



All coaches follow  
NCQA training  
guidelines and  
requirements.



## Primary Coach Model

Individuals choose their focus within a holistic model addressing lifestyle and 22 condition issues integrated with the digital experience

### Disciplines Include

- Personal Trainers
- Dietitians
- Emotional Health Coaches
- Social Workers
- Psychologists
- Life Coaches
- Nurses
- Nurse Practitioners
- Diabetes Educators
- Pharmacists
- Tobacco Cessation Specialists
- Chiropractors
- Health educators
- Public health & worksite wellness experts

66%

Reduction  
in blood  
pressure risk

39%

Reduction in  
cholesterol  
risk

\$605

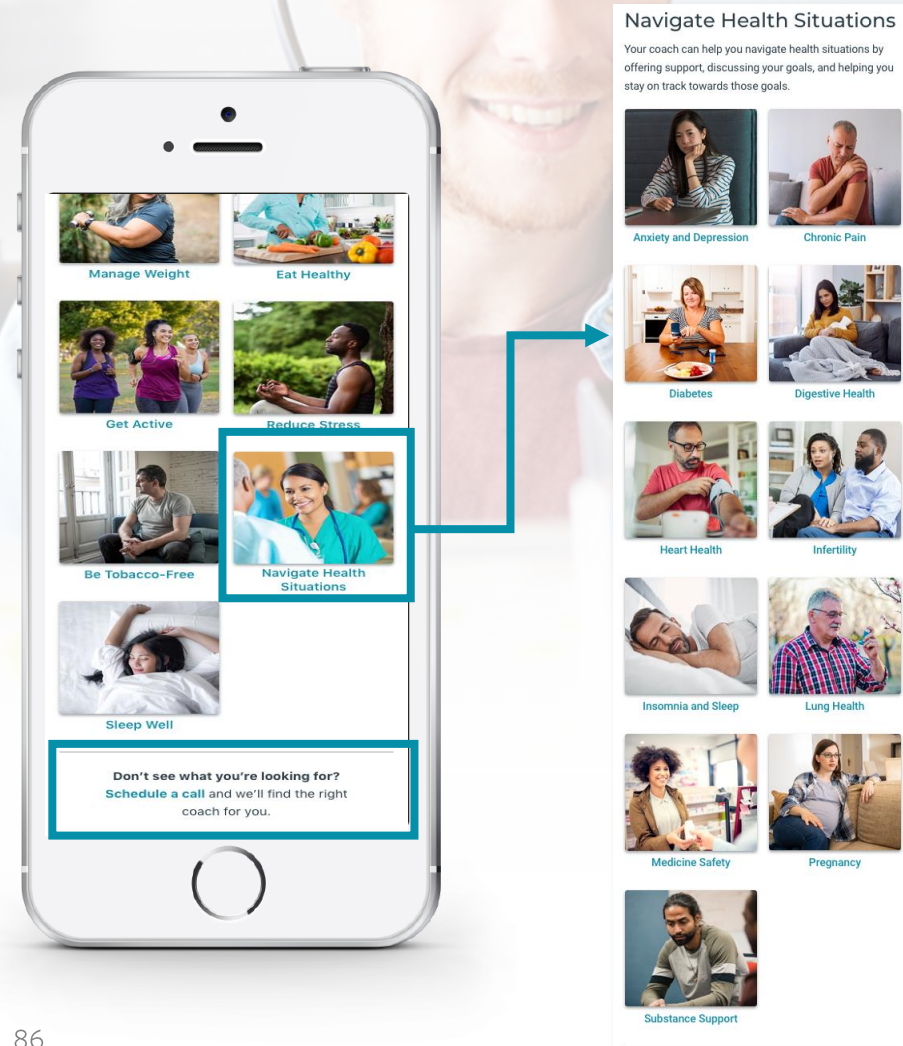
In healthcare  
savings per  
employee  
per year



# VP Live - Empowering Members Through Choice

## Total Population Health Coaching Topics

- Anxiety & Depression
- Chronic Pain
- Diabetes
- Heart Health
- Substance Support
- Medicine Safety
- Infertility
- Digestive Health
- Pregnancy
- Lung Health
- Get Active
- Eat Healthy
- Reduce Stress
- Sleep Well
- Be Tobacco-Free
- Manage Weight
- “Don’t See What You’re Looking For?”



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# Integrated Coaching Outcomes



## Tobacco

30%

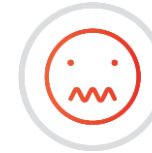
Of high-risk members reported no longer being a tobacco user after working with a coach and digital tools. Compared to 20% who only engaged with digital tools.



## Diabetes

67%

Of high-risk members reduced glucose values by 10% or moved below 126 mg/dL. after working with a coach and digital tools. Compared to 52% who only engaged with digital tools.



## Anxiety

45%

Improvement in GAD-7\* score between call #1 and calls #4-5.  
\*GAD-7 is a measure of anxiety: Mild < 5, Moderate < 10, Severe < 15

# Members Like It...

## Member satisfaction

88%

Telephonic  
Coaching  
Satisfaction

90%

Onsite Coaching  
Satisfaction

## Client satisfaction

91%

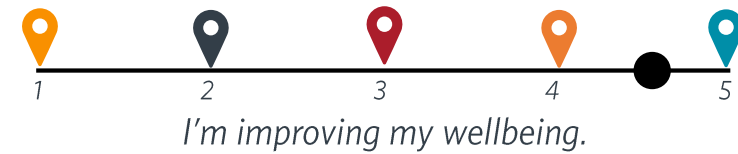
Telephonic  
Coaching  
Satisfaction

94%

Onsite Coaching  
Satisfaction

# ...And It Works

## Member Satisfaction



*"Having someone to talk to actually made me enthused to take these simple easy steps. I am gradually feeling less stressed and I'm motivated to continue."*

*-Rosie, 56*

2017 RedBrick Program Outcomes: n= 52,945 employees with repeat screenings in calendar year 2016 and calendar year 2017 and obese at baseline measure (2016)

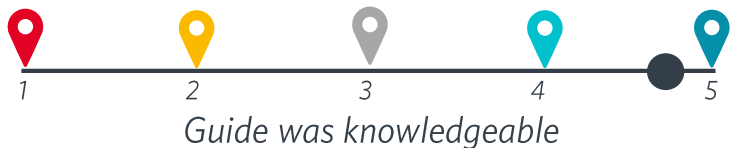
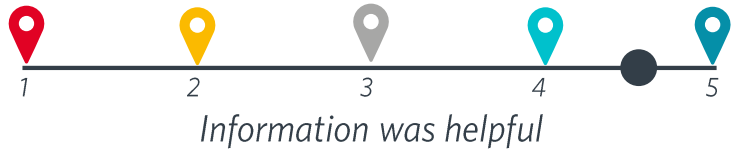


# Next-Steps Consult Helps Members Get Started (Or Unstuck!)

## One Simple Step To Educate, Motivate, And Engage

Next-Steps Consult is a concierge-style conversation between member and Health Guide, focused on personalized guidance of members achieving their goals and **94% of members would recommend it!**

### Satisfaction Survey



### Participation at 180 days

	Without NSC		With NSC
Phone Coaching:	3%	→	35%
Journeys:	9%	→	30%
Habit Tracking:	19%	→	43%

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# Onsite Support Encourages a Culture of Health



## Coaching

- 1:1 – holistic, person-first
- Group - Stress & Resiliency, Diabetes Prevention Program (DPP)
- Informal – hallways, fitness centers



## Program Management

- High-touch support
- Wellness events/activities
- Integration with safety committees, on-site clinics
- Wellness committee member



## Education

- Stop-by-tables, Lunch N' Learns
- Support screening & flu shot events
- Leadership



## Health Expert

- Client and member support
- Programs and portal
- FAQs
- Rewards and incentives

Boost Engagement:

98%

Of onsite coaching participants also enrolled in habit tracking

84%

Of onsite coaching participants also enrolled in digital coaching

# Person-first

Choose your direction. Your coach will help you get there.

## • Traditional Coaching

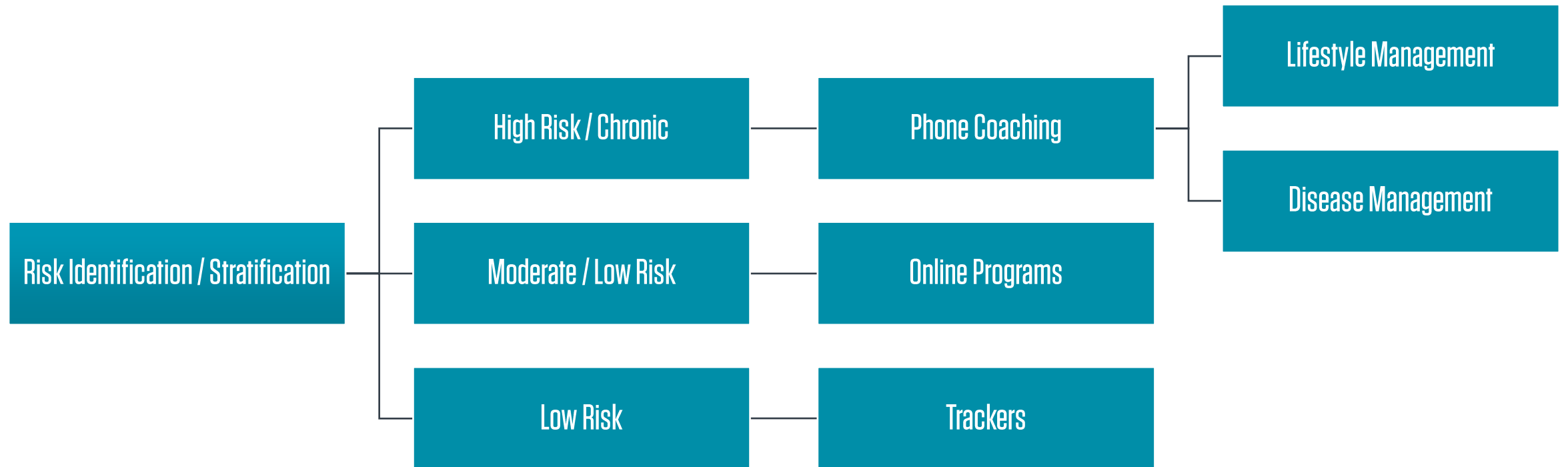
- Singular disease or risk factor focus
- Fixed schedule and duration of calls
- Protocol-driven, data-collection oriented
- Phone track vs. Digital track
- Junior-level educators or R.N.S
- Clinically trained and focused
- Call-center oriented
- Limited change
- Scripted

VERSUS

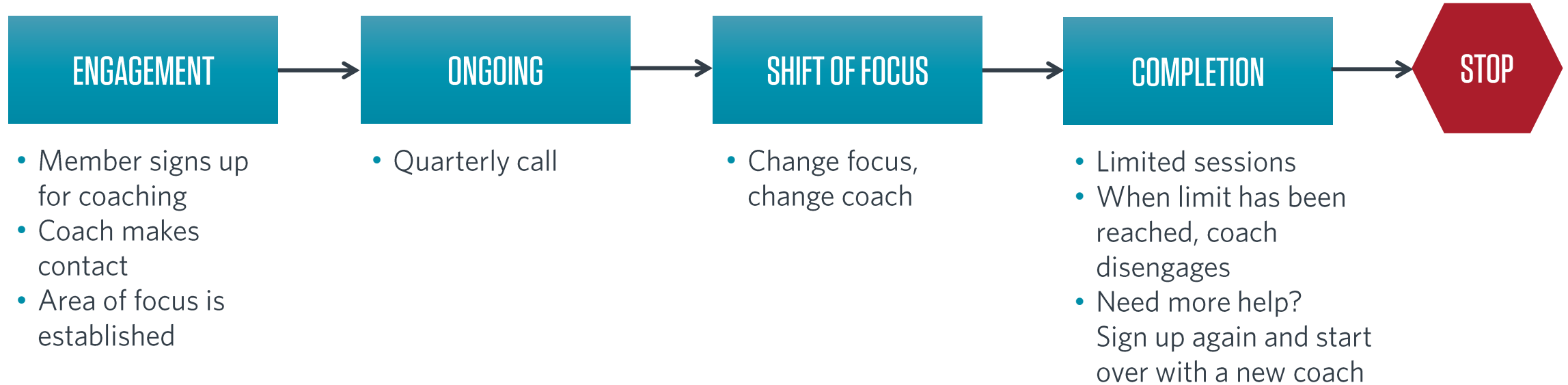
## Person-first With A Well-being Coach

- Breadth and Depth
- Individualized schedule as long and as often as needed
- Person-driven, behavior change oriented
- Multiple ways to engage: blended model with live phone/on-site and digital support
- Experienced, credentialed, multi-disciplinary team
- Clinically grounded with consistent behavior design
- Outreach staff leverage behavior change framework to engage
- Continues to grow and evolve
- Nationally accredited training (first in industry)

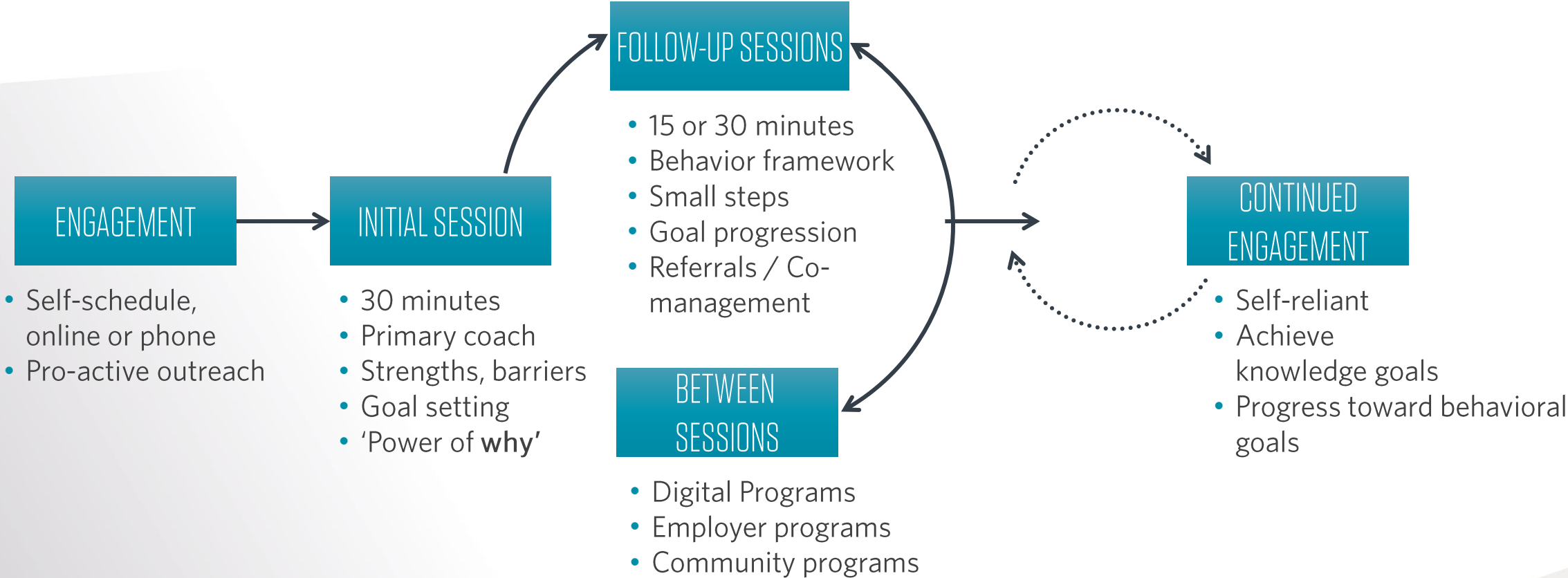
# Traditional coaching – Risk stratification at intake



# Traditional 'condition oriented' coaching – Consumer experience



# Coaching the Virgin Pulse way



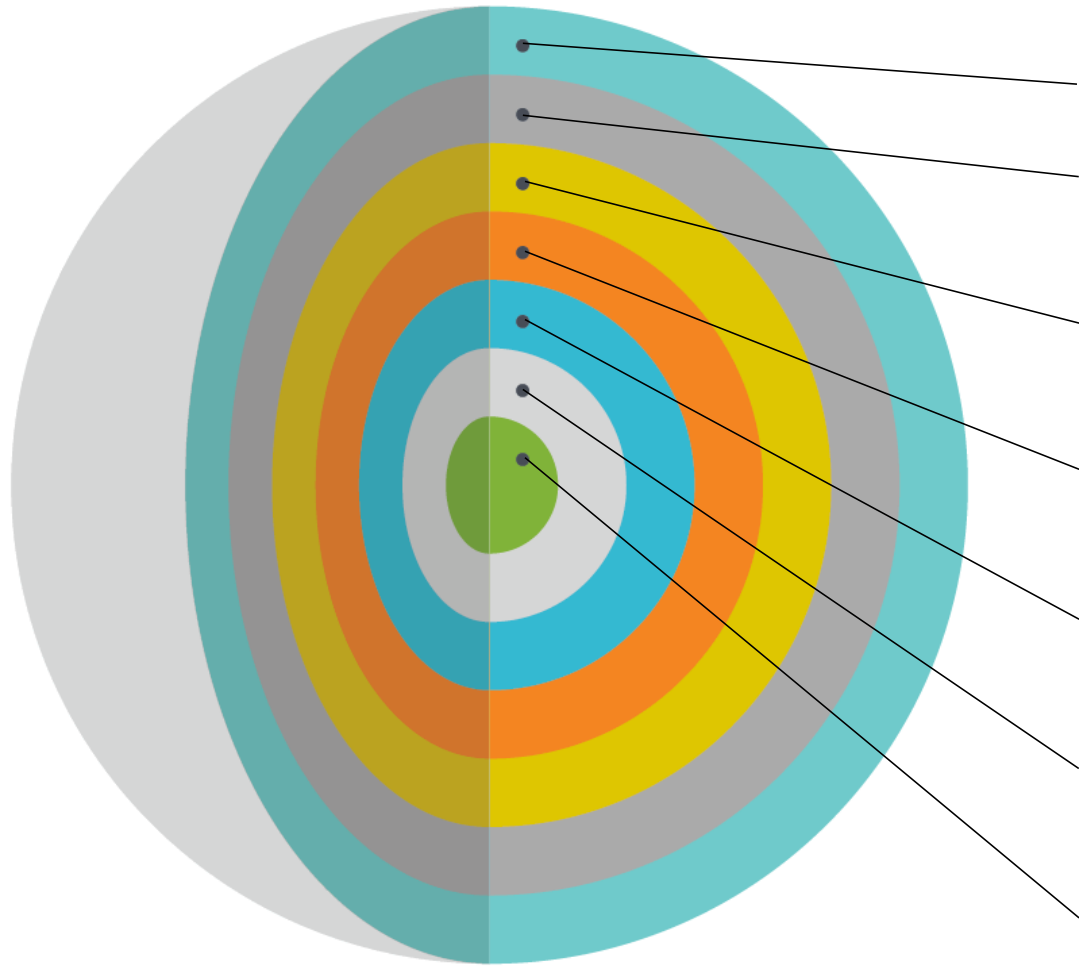
# Behavior framework guides coaching relationships

	<b>Motivation</b>	<b>Ability</b>	<b>Trigger</b>
<b>Personal</b>	Engage intrinsic motivators	Break goals into small steps	Break goals into small steps
<b>Social</b>	Engage support	Work together	Social reminders
<b>Structural &amp; Financial</b>	Align incentives	Change environment	Link to environment

## Integration of Behavior Change Strategies

- Fogg Behavior Model
- Positive Psychology
- Ethical Influence
- Cognitive Behavior Model
- Motivational Interviewing
- Transtheoretical Model
- Christakis Social Connectivity
- Mental Contrasting
- Self-determination Theory

# Peeling back the “onion” – or getting to what matters

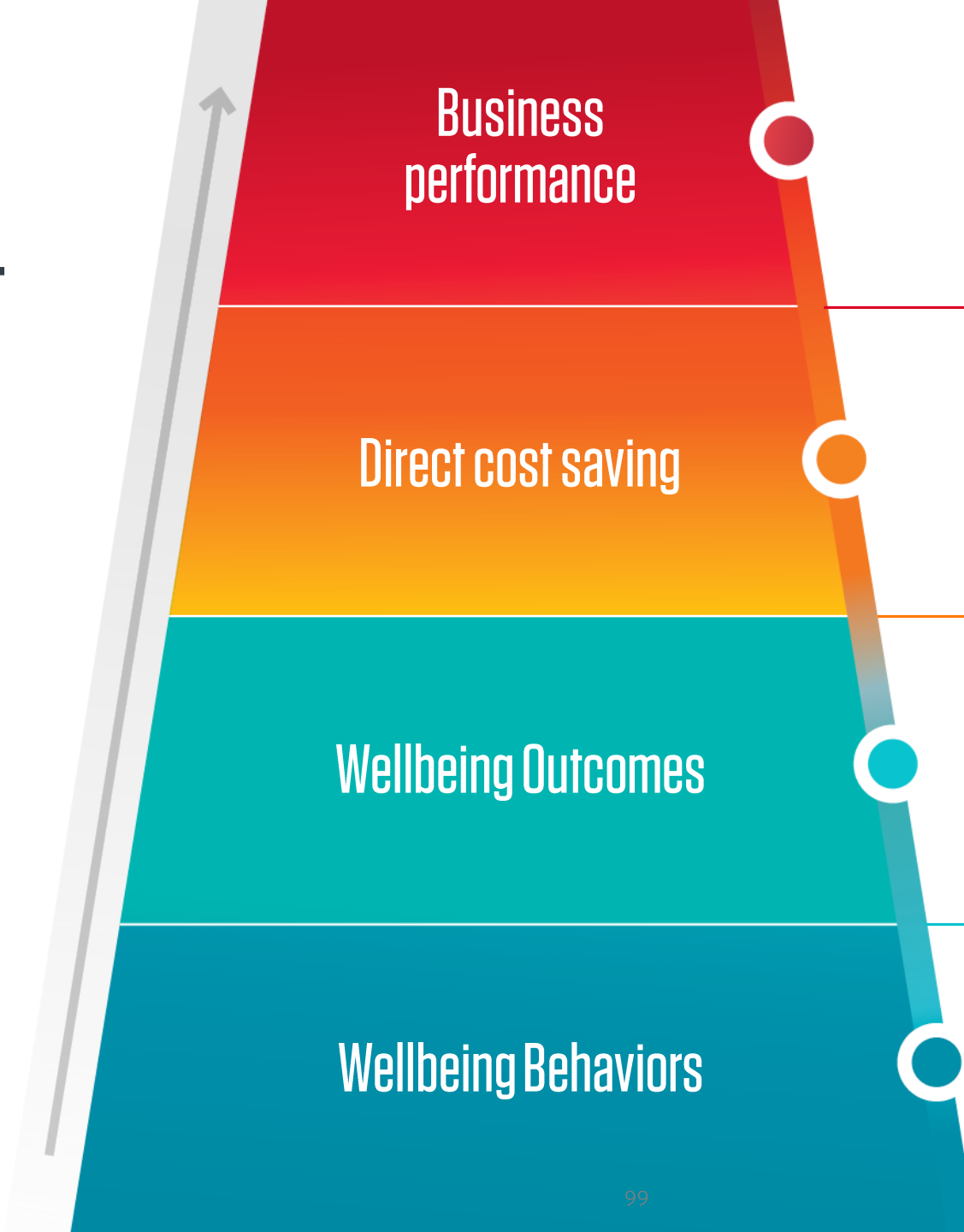


- You sign up because you want to lose weight
- Talking to your coach, you realize that you’re actually really stressed out
- Your coach works with you to address the need you have right now—lower stress
- You get your stress under control, and find that you’re sleeping better. Bonus!
- Better sleep makes it easier to get up in the morning to exercise.
- The exercise makes you feel more energized and motivated to plan healthy meals
- Suddenly, you’re making strides with your weight.



# VOI/ROI

# Value On Investment Framework (VOI)



## Business performance

- Employee Engagement
- Company Culture
- Performance & Productivity
- Retention of Key Employees
- Employee Value Proposition

## Direct cost saving

- Absenteeism
- Presenteeism
- Medical & Rx Claims
- Workers' Compensation & Safety

## Wellbeing Outcomes

- Disease Risk
- BMI, Blood Pressure, Cholesterol
- Biometric Indicators
- Overall Health
- Psychological Health

## Wellbeing Behaviors

- Activity Levels
- Sleep Quantity & Quality
- Nutrition
- Engagement & Satisfaction Levels

# Virgin Pulse Measurably Boosts Company Culture Across the Book of Business

Employees See The Value Proposition,

are Committed & Engaged

and Lift Productivity

58%

Virgin Pulse makes their company a better place to work

45%

More engaged at work

45%

More energetic at work

65%

More aware of other benefits

58%

More proud of company culture

44%

More productive

62%

Would feel disappointed if they could no longer use Virgin Pulse

81%

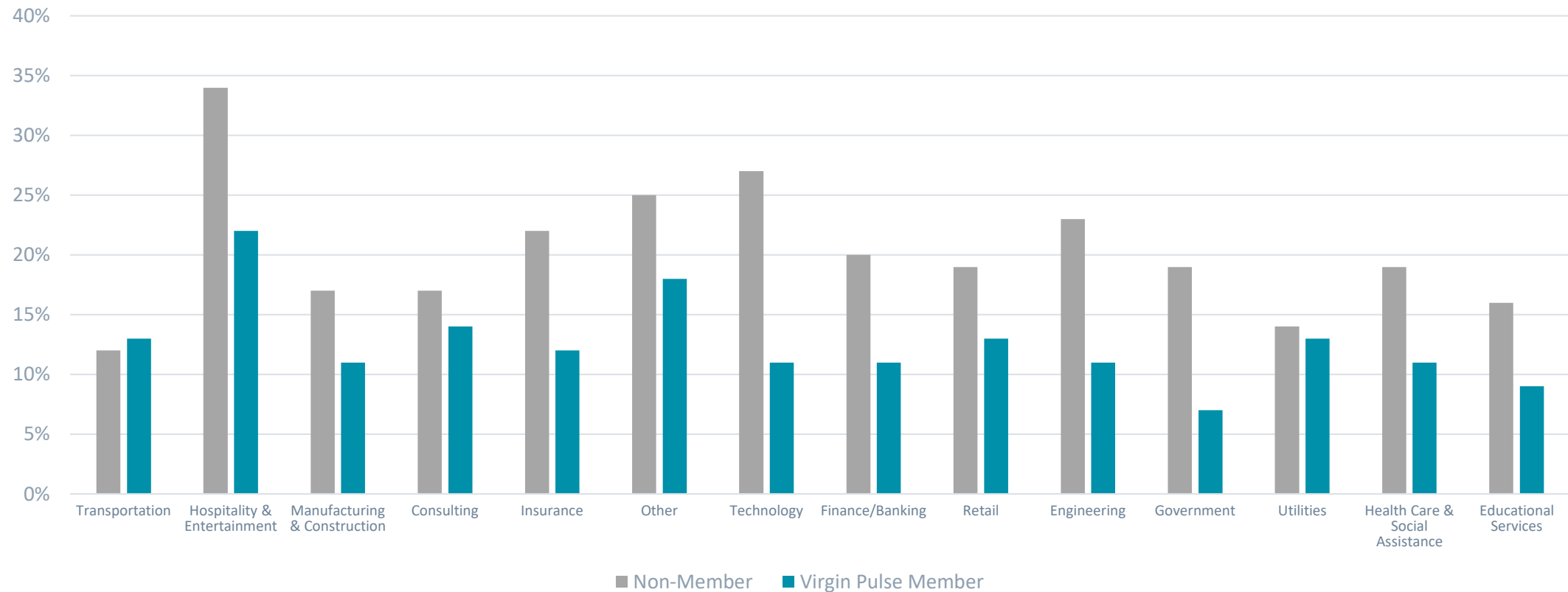
Have developed positive daily habits

28%

Fewer sick days

# Staff Turnover is 50% Lower for Virgin Pulse Members Overall

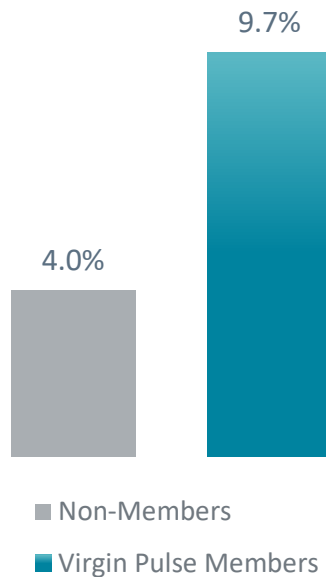
In most industries non-members leave more than members



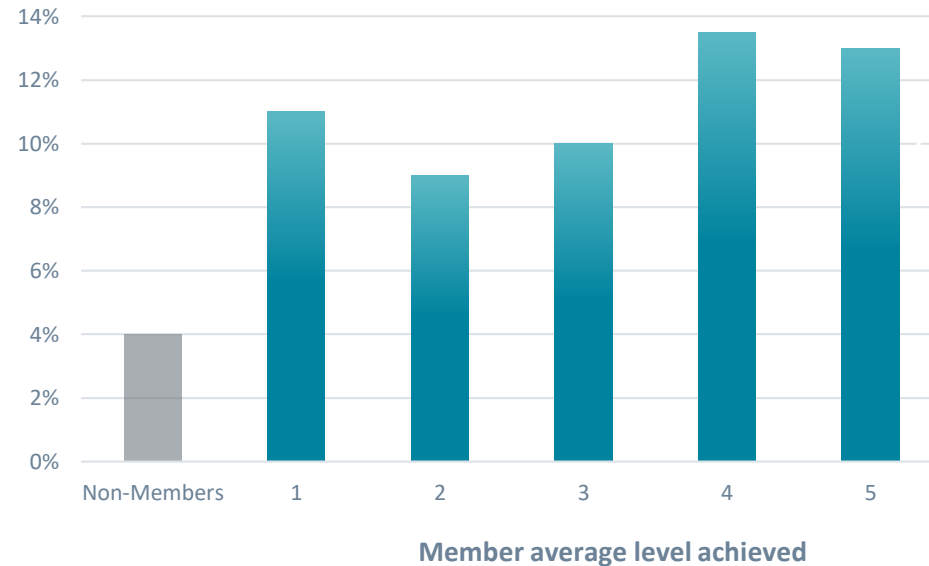
# Performance Study: Members More Than Twice As Likely To Be Promoted

All Employees (8% Of All Promoted) That Received 2 Promotions In 2014 – 2016 Were Engaged Virgin Pulse Members

### Overall Percent Promoted



### Percent Promoted by Virgin Pulse Achievement Level

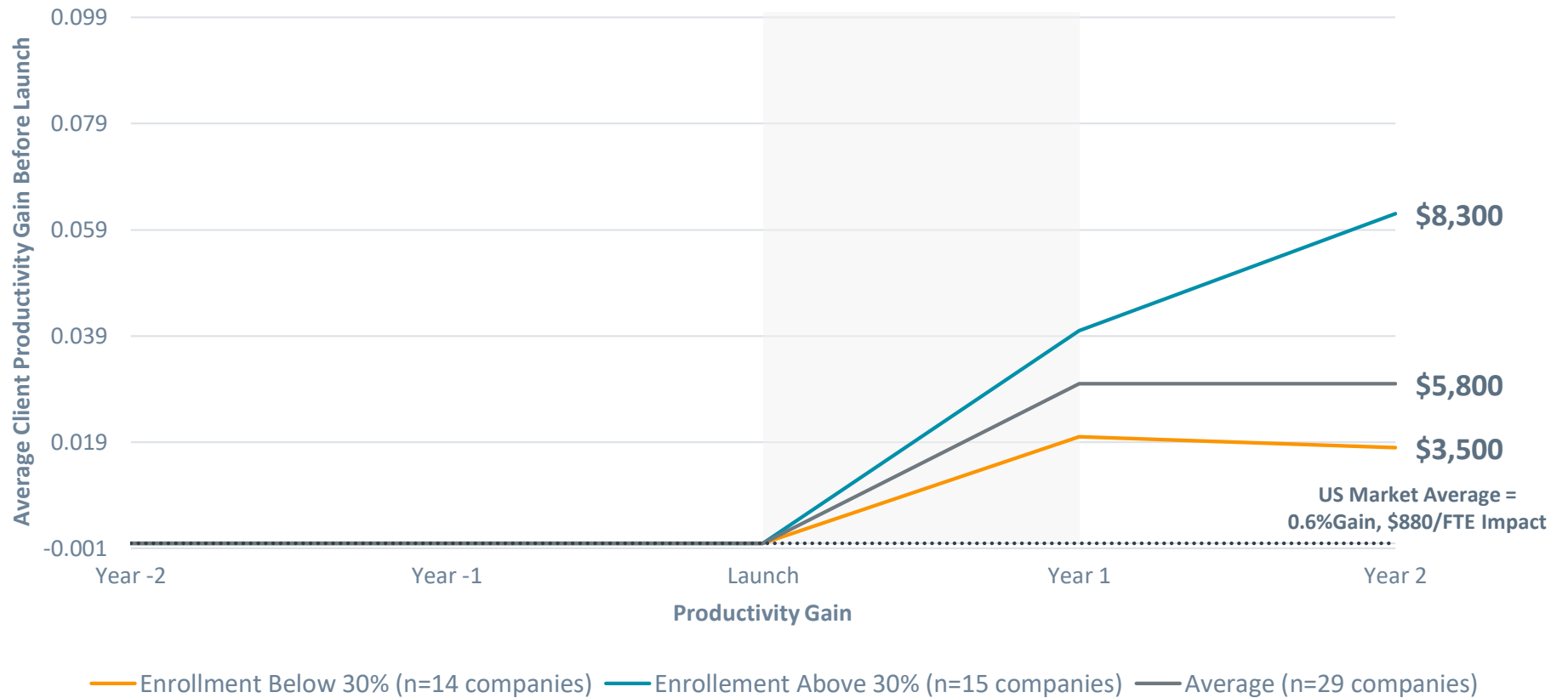


# Virgin Pulse Impacts Human Capital Productivity

In most industries, non-members leave more than members

10%

Increase in enrollment = 16%  
productivity gain or USD\$27  
million impact<sup>2</sup>



Source: Human Capital Management Institute [www.hcminst.com](http://www.hcminst.com). 1. Analysis compares productivity change rate 2 years before and 2 years after launch. Results adjusted to normalize out industry-average results for each company during their respective launch timing. Includes 29 companies with data 2 years before and 2 years after launch. 2. Impact = gain in total revenue for companies for each 10% increase in enrollment. Productivity differential correlation R-squared .292. P value .023. 3. Market average for 2010-2015, n=1,908 companies in EU/NA.

# Productivity Study: Reducing Absenteeism at work

Employees engaged in wellbeing program took less unscheduled time off

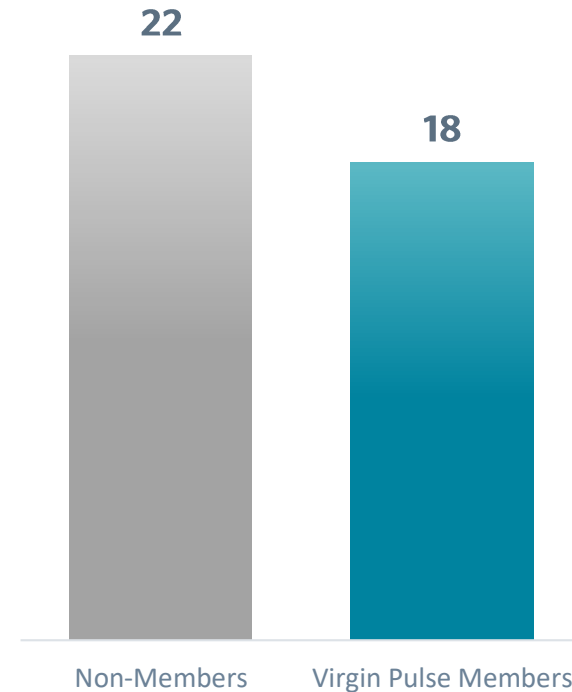
18%

**Lower Unscheduled Absence Rate\* For Members vs Non-Members. VP Clients Average 15-20% Lower Member Absences.**

3,560

**Additional Days Per Year Of Productive Time\* For Members Over Non-members.**

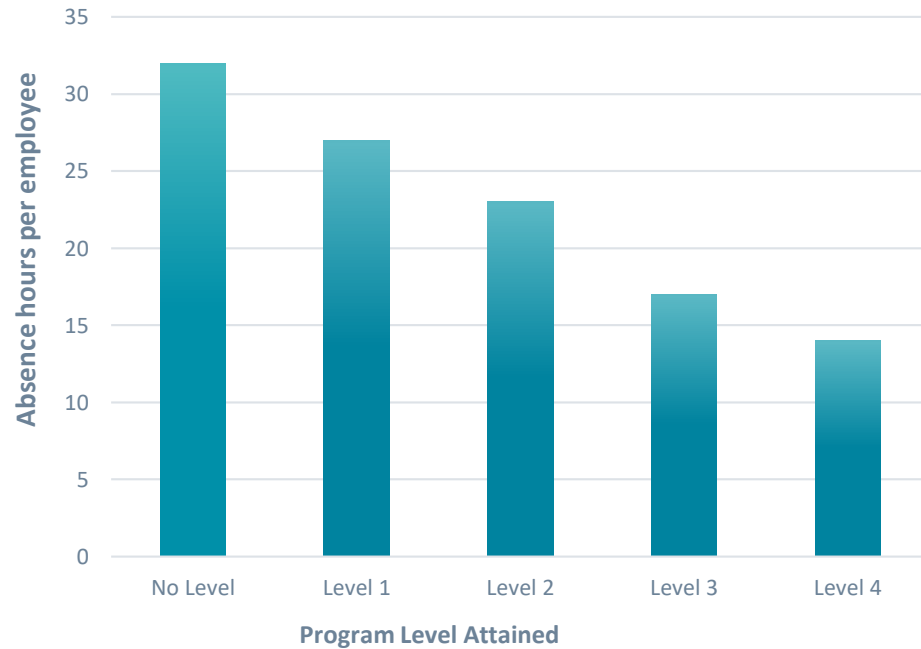
Annual Absence Hours Per Employee



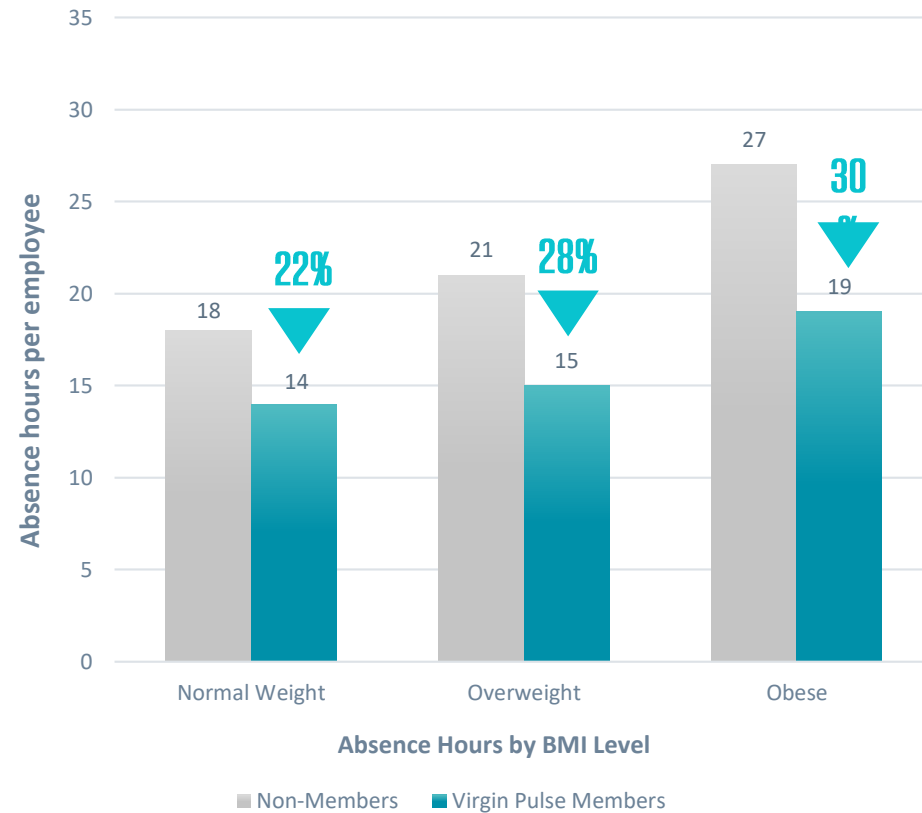
# Productivity Study: Reducing Absenteeism at work

Program engagement correlates to higher productivity, and less healthy workers saw bigger productivity gains

### Member Reaching Higher Program Levels Take Off Less Unscheduled Time Overall



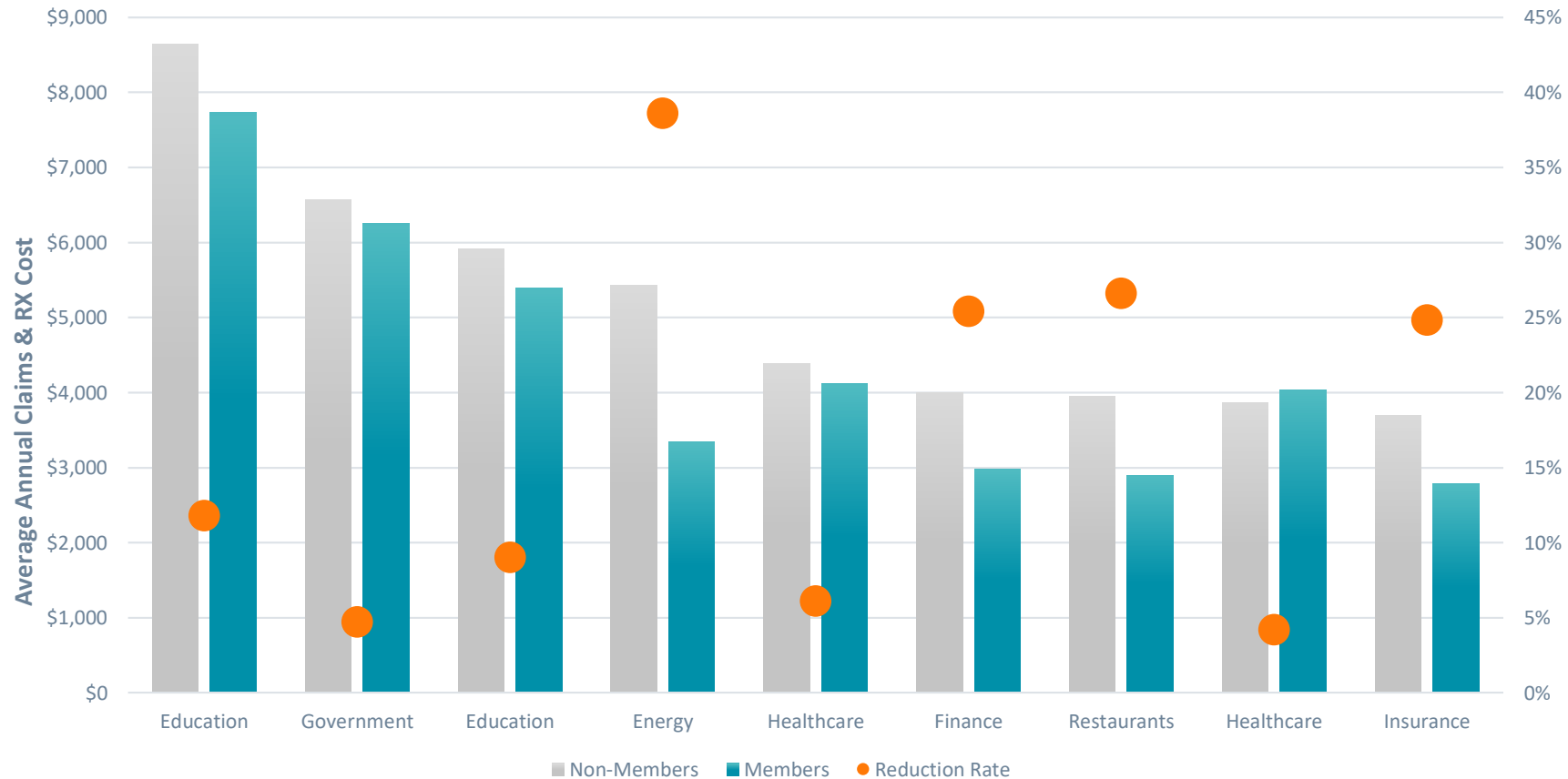
### Annual Absence Hours Per Employee





# Medical claims reductions

Claims are lower for members vs. non in 2-3 years Post-launch



On Average Members Reduce Claims Costs By 4% - 39%

**\$1,029\***

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Source: \*Ratio of claims savings for program members to total annual Virgin Pulse program investment. 2012-2016 Client Data Analysis through Benefits Science and Virgin Pulse Institute. Org Sizes range from 1,200-25,000+. These currencies are USD.\* <https://www.shrm.org/resourcesandtools/hr-topics/benefits/pages/employers-hold-down-health-plan-costs-for-2019.aspx> used average cost by average savings calculated in the study.



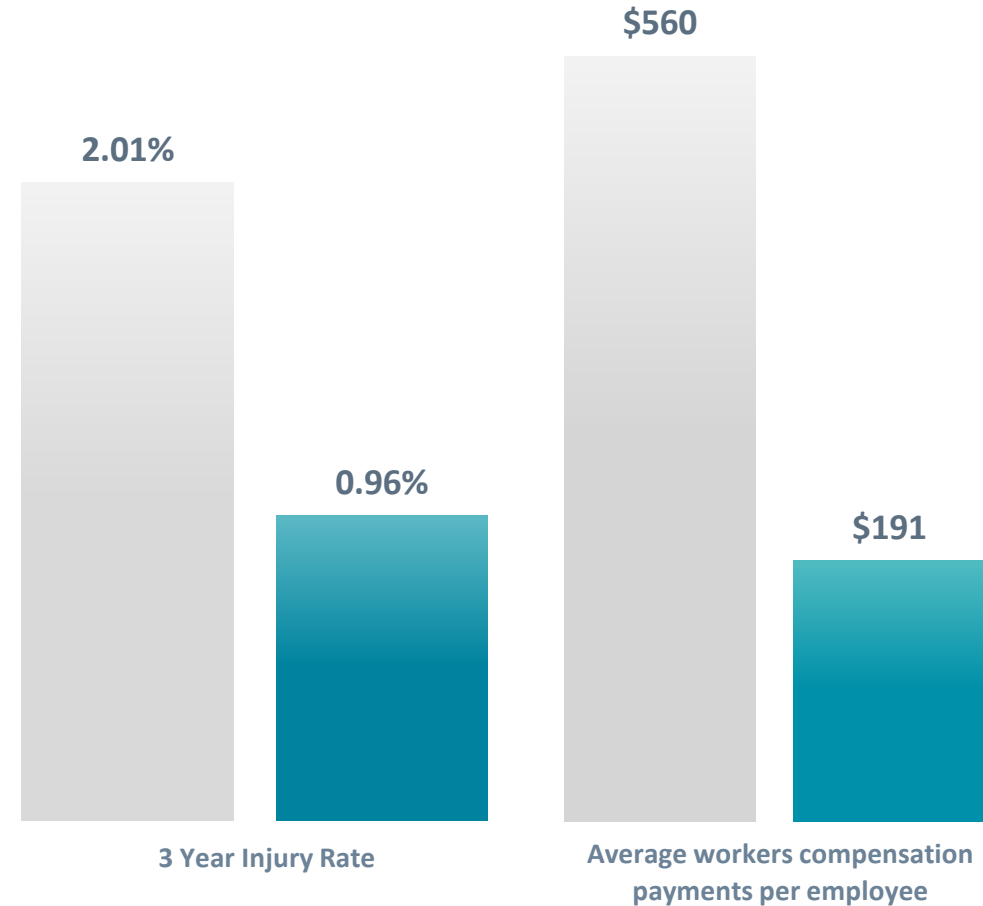
# Improving Safety & Worker's Compensation

2.9x

Lower worker's Compensation Claims For Members Vs. Non-members

1/2

Injury Rates Are Cut In 1/2 Among Program Members



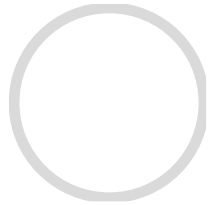
■ Non-Members

■ Virgin Pulse Members



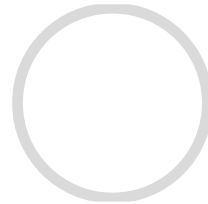
# Positive Impact on Health Risk

Percentage of high-risk members who have improved since joining VP



**Total Cholesterol**

49%<sub>2</sub>



**Stress**

68%<sub>2</sub>



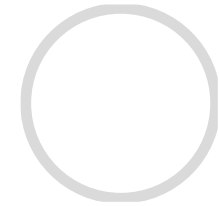
**Lost Weight**

50%<sub>1</sub>



**Increased Activity**

68%<sub>1</sub>



**Lowered Blood Pressure**

83%<sub>1</sub>

# Positive Impact on Health Risk

Percentage of members who have improved or maintain healthy since joining VP



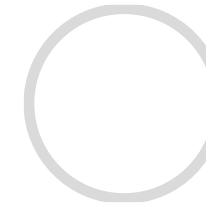
**Maintain Healthy or  
Lost Weight**

**59%**<sup>1</sup>



**Maintain Healthy or  
Increased Activity**

**62%**<sup>1</sup>

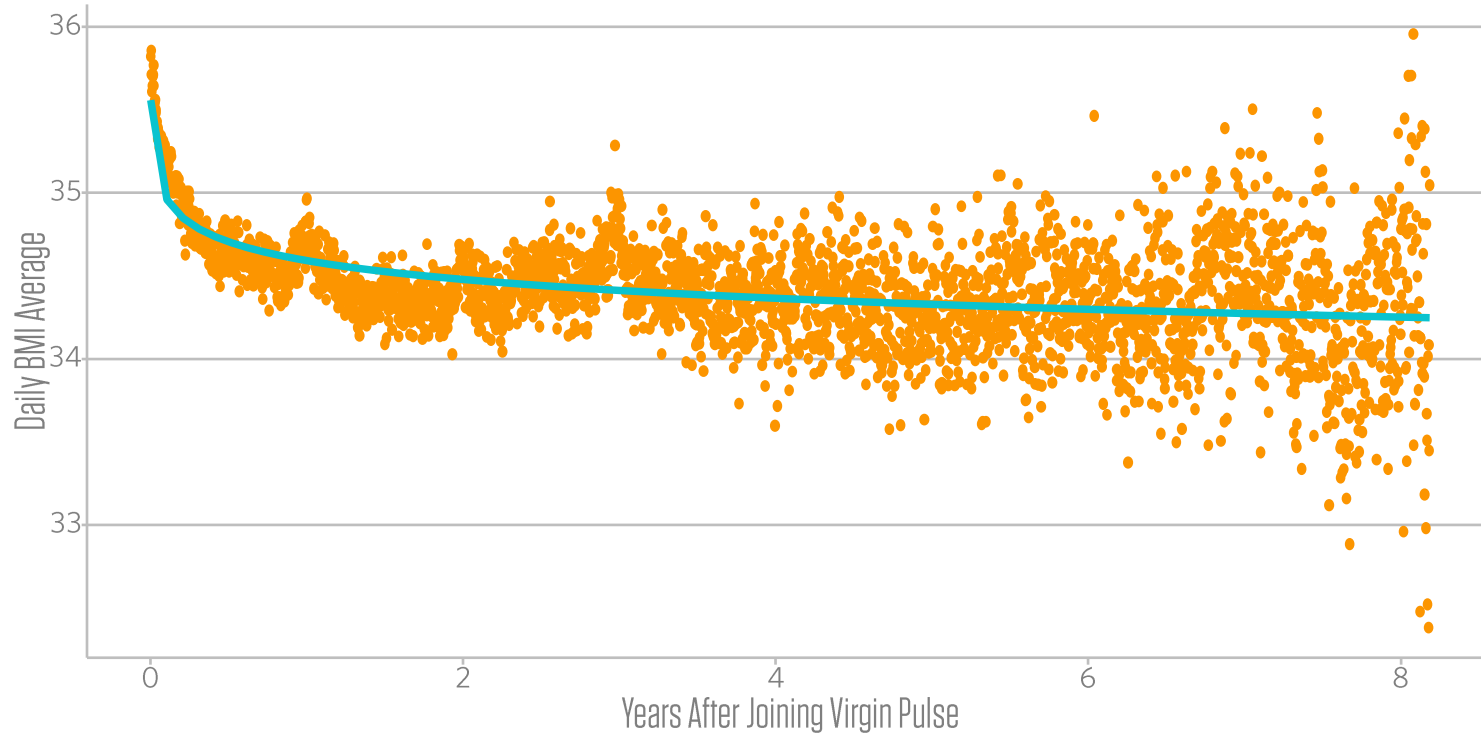


**Maintained Healthy  
or Decreased  
Blood Pressure**

**67%**<sup>1</sup>

# Impact on High BMI Risk Employees

High Risk Virgin Pulse Members Lower Their BMI  
(BMI for members starting  $\geq 30$ )



50%

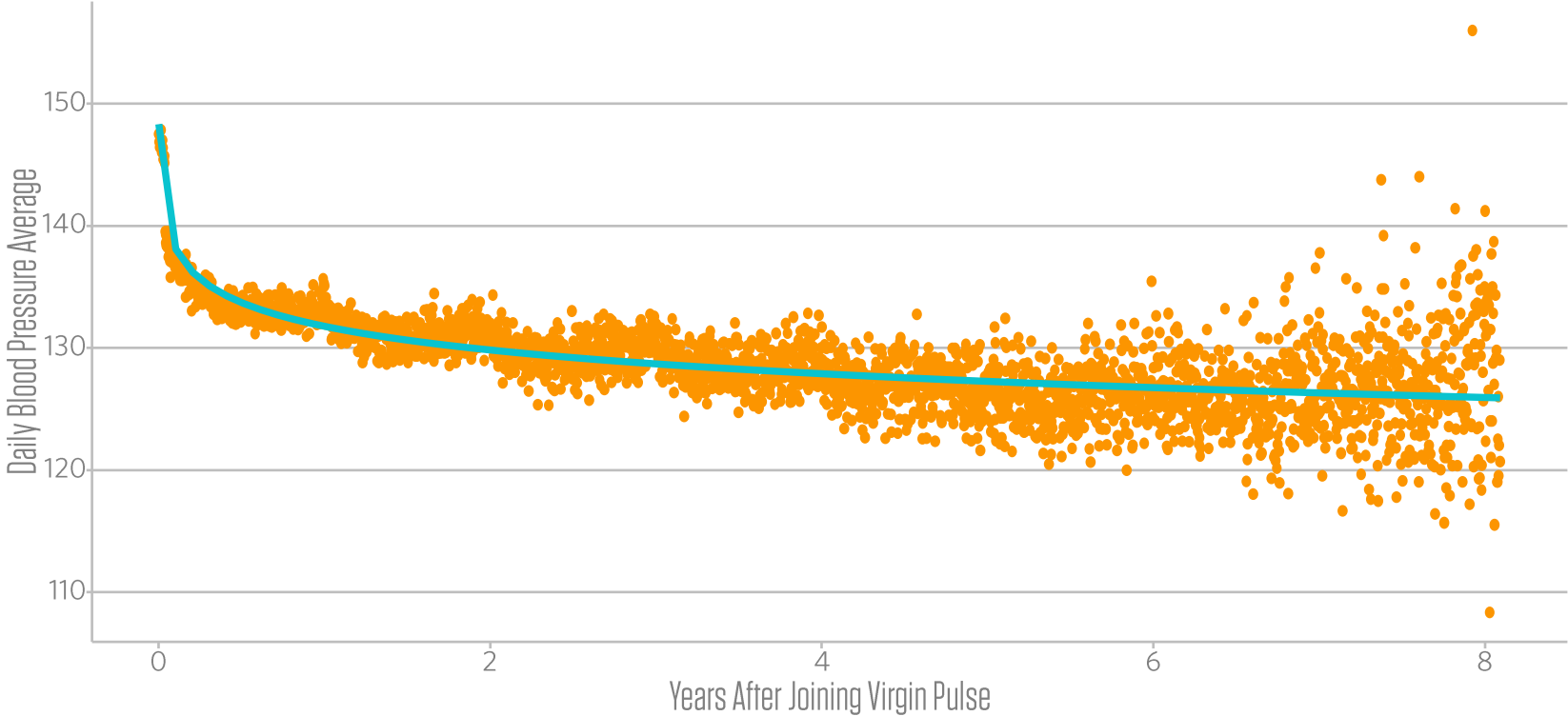
Of high-risk members  
reduced their BMI since  
joining Virgin Pulse

# Impact on High BP Risk Employees

High Risk Virgin Pulse Members Lower Their BP  
(Average High-risk Starting >140 Systolic)

83%

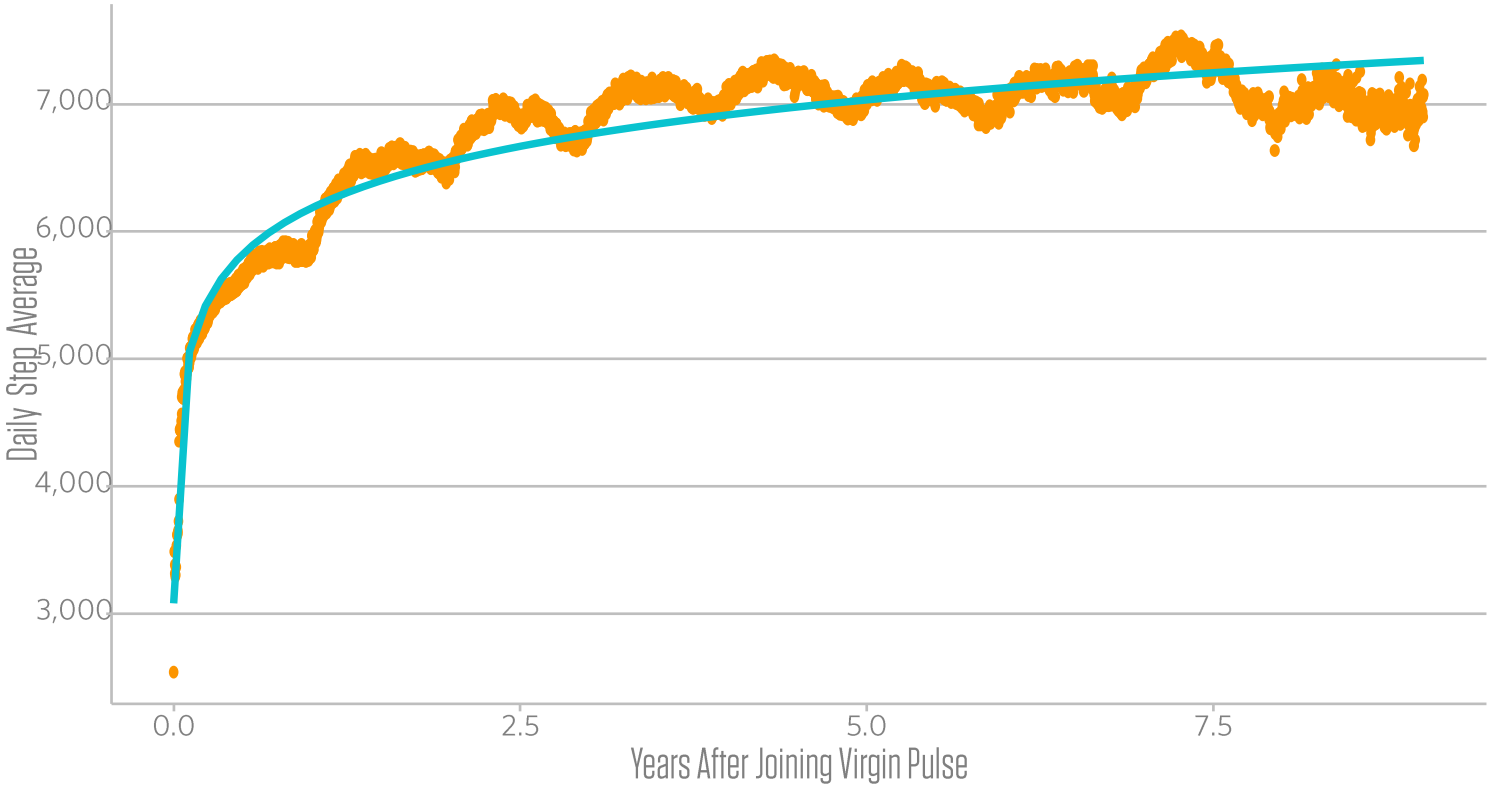
Of high-risk, hypertensive members reduced their BP since joining Virgin Pulse



Source: VP BoB Engage Data, 2008 -2019, N = 453,194 total data points, 47,624 members.  
52.3% of data is validated.

# Sustained Increase in Physical Activity

Daily Step Increase For Members Starting With <5000



68%

Of high-risk, inactive members increase their activity since joining Virgin Pulse



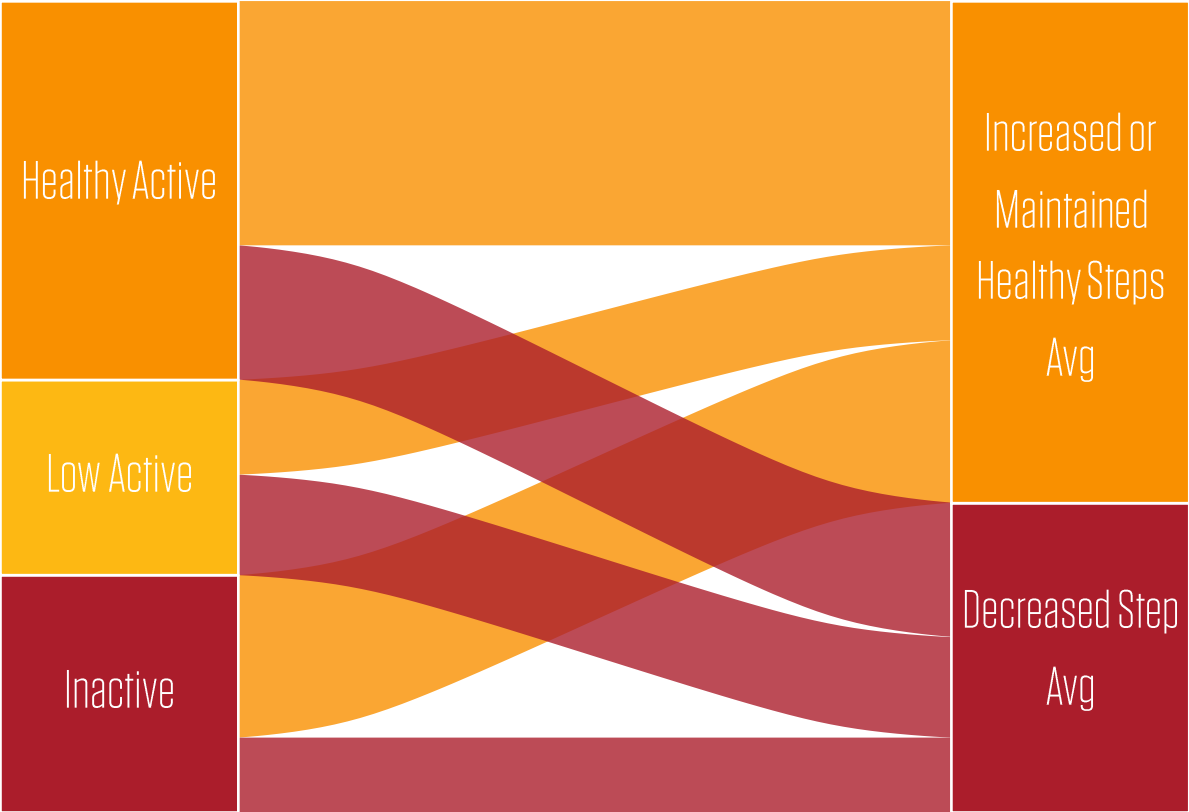
# Shift in Physical Activity

62%

Of Members increased or maintained healthy step avg

Baseline Step Category

Current Step Category



Source: VP BoB Engage Data, 2019; 925,332 members included in analysis. Validated data only. Members must have two data points at least 60 days apart. Baseline category is calculated from members' first 2 weeks of data. Current shift is calculated as the average of the last 30 days before 2020-01-01.



# Research Based Outcomes

# Health Assessment Measure | Stress High Risk

76.4%

Of members identified at baseline as high risk choose to take action and engage with one or more VP offerings

53%

Of members at high risk for stress engaged with digital tools made clinically significant improvement YoY

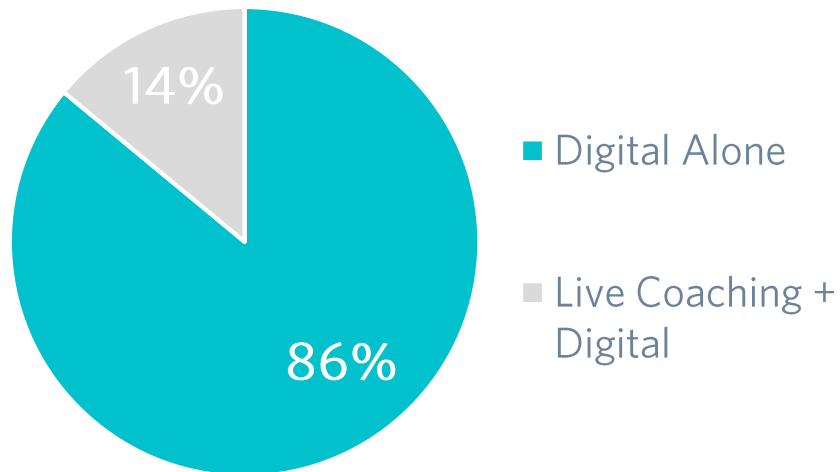
55%

Of members at high risk for stress engaged with a VP Coach supported by digital tools made clinically significant improvement YoY

19.4%

Of members at high risk for stress engaged with a VP Coach and actively tracking healthy habits moved to low risk YoY

High Risk Member Engagement Choice



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# Health Assessment Measure | Tobacco

83.5%

Of members identified at baseline as tobacco users choose to take action and engage with one or more VP offerings

20%

Of members identified as tobacco users engaged with digital tools quit using tobacco

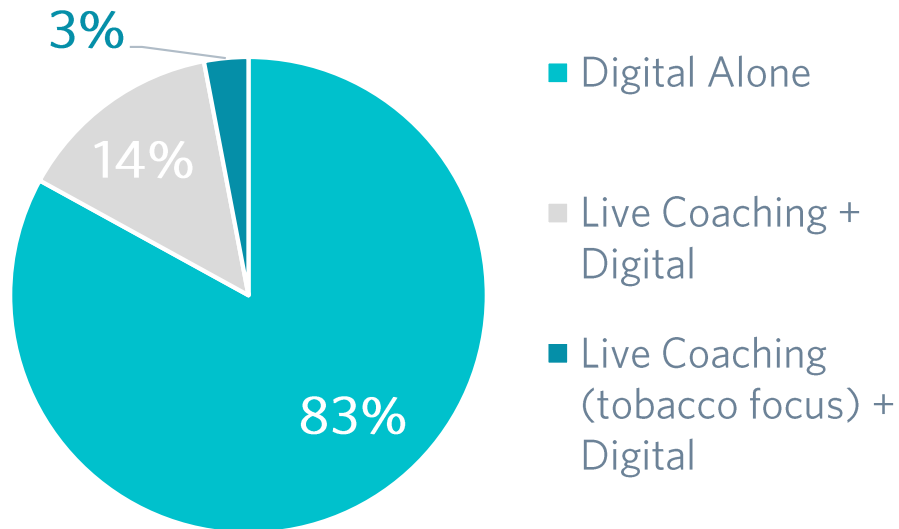
23%

Of members identified as tobacco users engaged with a VP Coach supported by digital tools quit using tobacco

30%

Of members identified as tobacco users engaged with a VP Coach, focused on tobacco cessation and supported by digital tools quit using tobacco

High Risk Member Engagement Choice



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# Health Assessment Measure | Activity High Risk

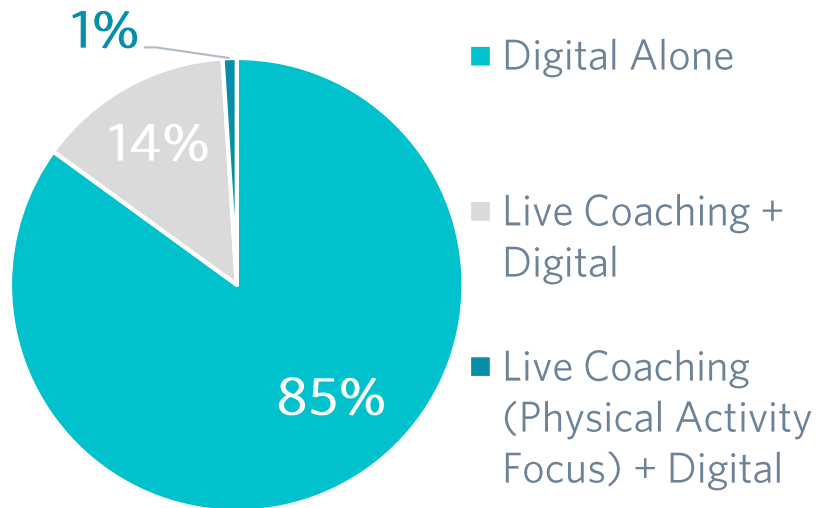
76.9%

Of members identified at baseline as high risk choose to take action and engage with one or more VP offerings

73%

Of members at high risk for physical activity engaged with digital tools made clinically significant improvement YoY

High Risk Member Engagement Choice



74%

Of members at high risk for physical activity engaged with a VP Coach, supported by digital tools made clinically significant improvement YoY

77%

Of members at high risk for physical activity engaged with a VP Coach, focused on physical activity and supported by digital tools made clinically significant improvement YoY

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# Health Assessment Measure | Nutrition High Risk

76.3%

Of members identified at baseline as high risk choose to take action and engage with one or more VP offerings

58.7%

Of members at high risk for nutrition engaged with digital tools made clinically significant improvement YoY

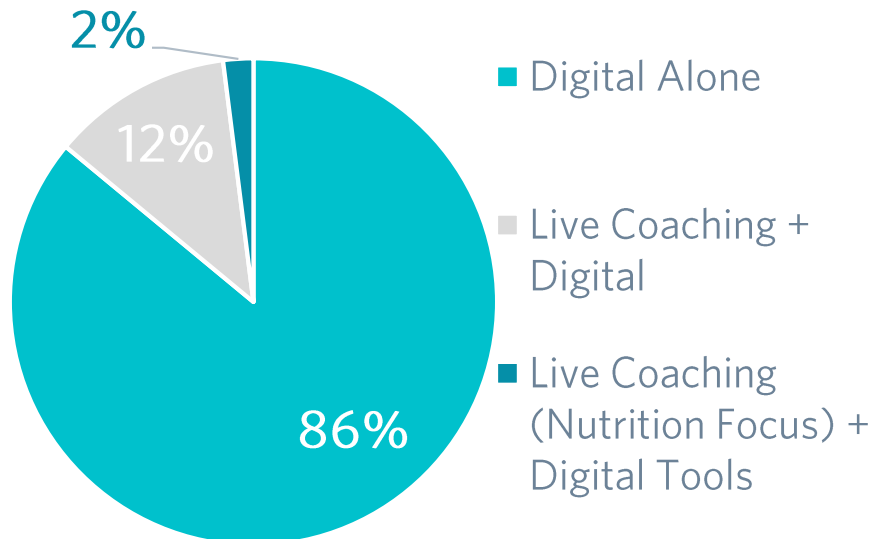
58.8%

Of members at high risk for nutrition engaged with a VP Coach, supported by digital tools made clinically significant improvement YoY

60.1%

Of members at high risk for nutrition engaged with a VP Coach, focused on nutrition and supported by digital tools made clinically significant improvements YoY

High Risk Member Engagement Choice



Cohort = 294,992 members identified at baseline at risk. 224,946 of those participated in one or more programs between 2017 and 2018 biometric screenings. Clinically significant improvement is defined as improving risk score by 10% or moving to low risk.

# Biometric Validated Measures | Obesity High Risk

72%

Of members identified at baseline as high risk choose to take action and engage with one or VP offerings

20%

Of members at high risk for obesity engaged with digital tools made clinically significant improvement YoY

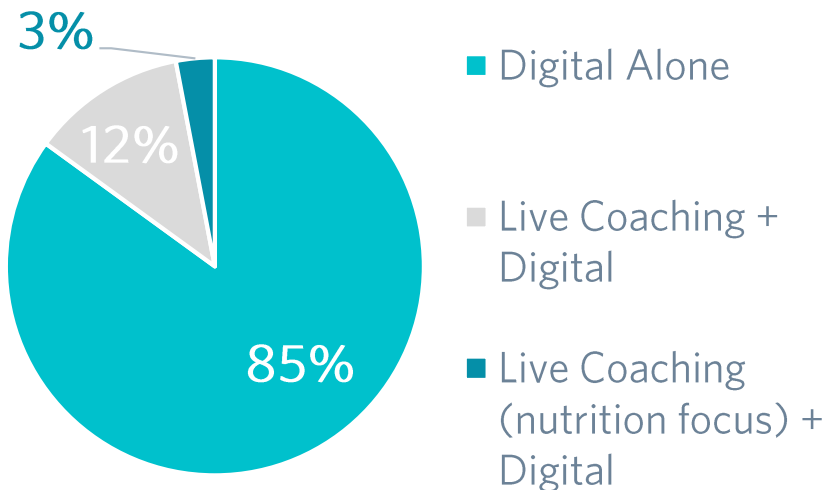
22%

Of members at high risk for obesity engaged with a VP Coach supported by digital tools made clinically significant improvement YoY

32%

Of members at high risk for obesity engaged with a VP Coach, focused on nutrition and supported by digital tools made clinically significant improvement YoY

High Risk Member Engagement Choice



[Back](#)

# Biometric Validated Measures | Diabetes High Risk

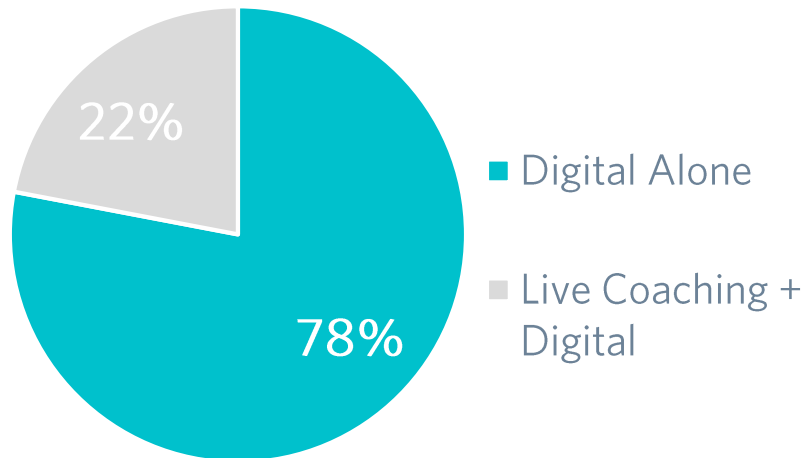
68%

Of members identified at baseline as high risk choose to take action and engage with one or more VP offerings

52%

Of members at high risk for diabetes engaged with digital tools made clinically significant improvement YoY

High Risk Member Engagement Choice



53%

Of members at high risk for diabetes engaged with a VP Coach supported by digital tools made clinically significant improvement YoY

67%

Of members at high risk for diabetes were referred and engaged with additional client benefits through the VP platform

# Biometric Validated Measures | BP High Risk

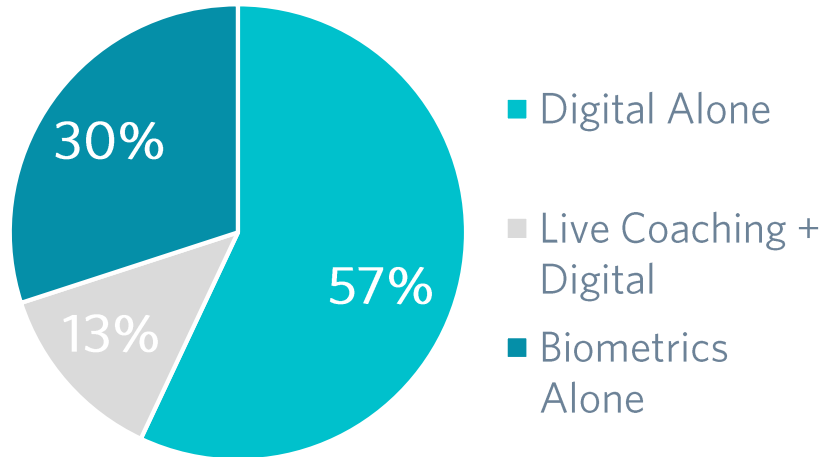
70%

Of members identified at baseline as high risk choose to take action and engage with one or more VP offerings

68%

Of members at high risk for hypertension engaged with digital tools made clinically significant improvement YoY

High Risk Member Engagement Choice



68%

Of members at high risk for hypertension engaged with a VP Coach supported by digital tools made clinically significant improvement YoY

65%

Of members learning of their high risk through biometric screenings took action directly without engagement with VP and made clinically significant improvement YoY



# Biometric Validated Measures | Non-HDL High Risk

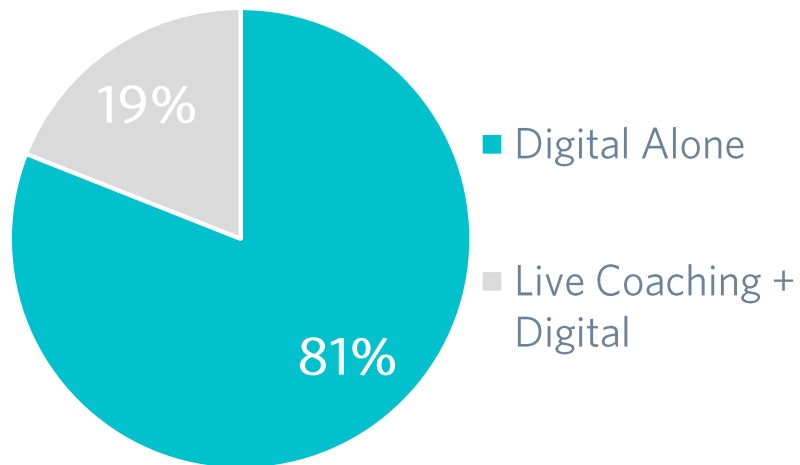
70.5%

Of members identified at baseline as high risk choose to take action and engage with one or more VP offerings

48%

Of members at high risk for hyperlipidemia engaged with digital tools made clinically significant improvement YoY

High Risk Member Engagement Choice



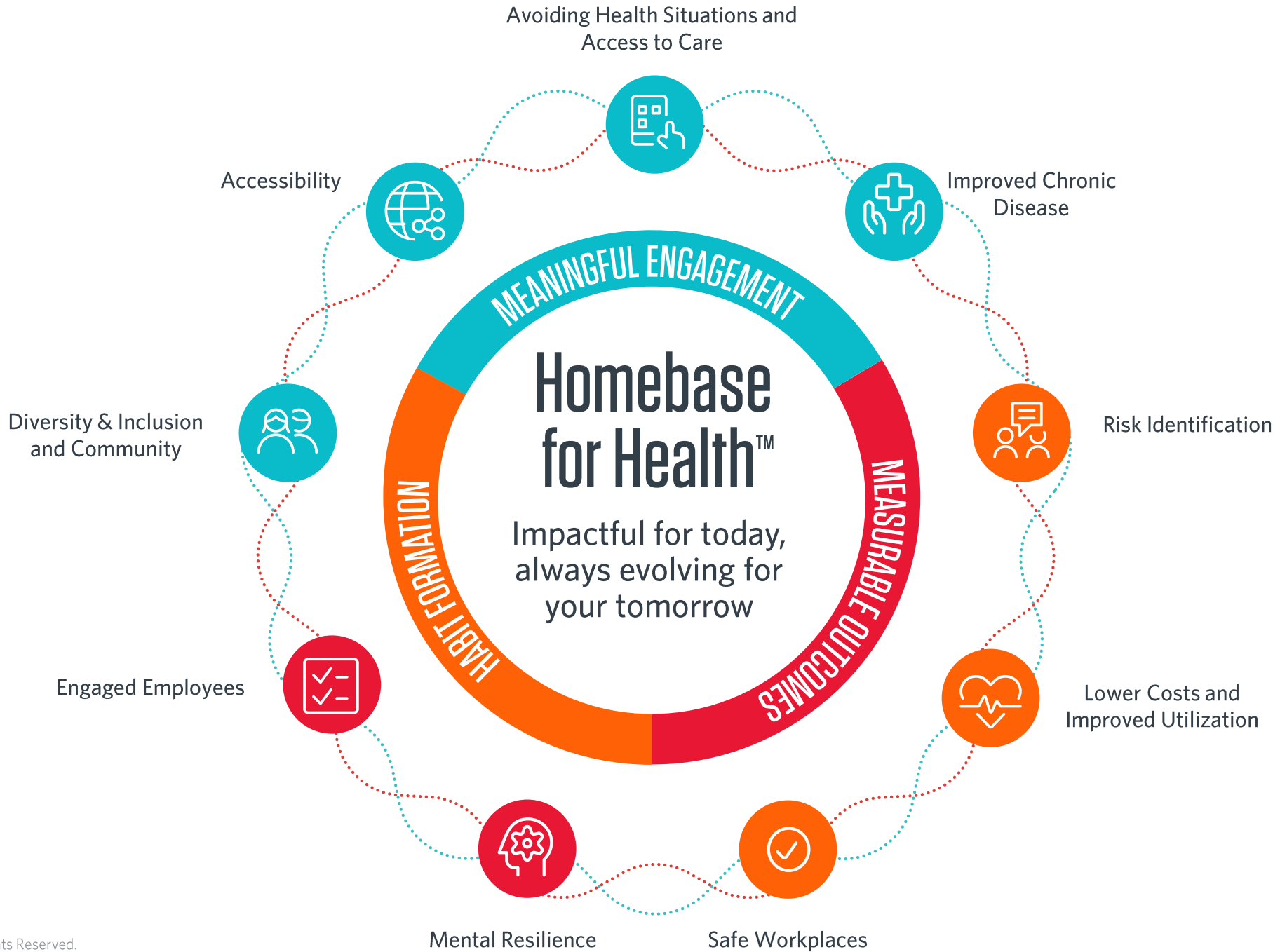
48%

Of members at high risk for hyperlipidemia engaged with a VP Coach supported by digital tools made clinically significant improvement YoY

65%

Of members at high risk for hyperlipidemia were referred and engaged with additional client benefits through the VP platform

# Roadmap



Back

# Our Innovation Continues to Drive Health Outcomes

## Global, Flexible and Interoperable

Deliver a truly configurable Homebase for Health™ - anywhere in the world, with consistency and stability.



## Concrete VOI and ROI

Create real value and driving meaningful outcomes.



## Benefits and Care Guidance

Simplify access to benefits and removing friction from finding quality care.



## Deeply Personalized Engagement

Provide a personalized, relevant and meaningful experience for each member to drive engagement.



## Condition Depth

Help members understand, manage, mitigate and reverse a broad range of conditions.

## Intrinsic Motivation

Create a wellbeing solution that members enjoy participating in and find value in regardless of incentives.



# Global Innovation Achievements

## GLOBAL, FLEXIBLE & INTEROPERABLE

Outcome-based & Dynamic Rewards Configuration

Expanded Global Partner Network

Multi-factor Authentication

Expanded Languages, incl. Dutch and Thai

## DEEPLY PERSONALIZED ENGAGEMENT

AI-Based Personalization & Recommendation

Healthy Habit & Journeys Recommendations

VP Ignite Enhanced

## INTRINSIC MOTIVATION

Journeys Digital Coaching

New Non-steps Challenge Framework

Mindfulness Challenge

Charity Challenge

VP GO Global Wellbeing Event

## CONDITIONS DEPTH

Lifestyle & Condition Mgmt. Coaching

Global Coaching & EAP

VP Transform Digital Therapeutics for Pre-Diabetes

Condition Management Personalization

Health Check HRA

## BENEFITS & CARE GUIDANCE

Benefits Navigation

Transparency Tools

Next-Steps Consult

## CONCRETE ROI & VOI

Enhanced Self-Service Analytics

Culture Check

# Global Innovation Roadmap for 2020-2021

## GLOBAL, FLEXIBLE & INTEROPERABLE

Public API & Developer Portal

Omni-channel Communications

VP+ Partner Bundle

Enhanced Connections and Interactions for Partners

EHR Connections

Expanded Global Partner Network

Arabic Language Support

## DEEPLY PERSONALIZED ENGAGEMENT

New Dynamic User Experience and Domain Navigation

Deeper Device Connections In Stats and Habits

Smart Nudges Driving Personalization and Recommendation

Diversity & Inclusion Content Updates

Relevant Precise Engagement Drivers  
"Right action, right time"

## INTRINSIC MOTIVATION

VP TV Streaming Workouts & Classes

Fun Pop Quizzes, Polls & Surveys

Direct Consumer Accounts and Consumer Buy-ups

Peer Recognition & Culture Celebration

Sleep, Finance & Weight Management Challenges

Global Cross-sponsor Challenge Event

## CONDITIONS DEPTH

Gaps in Care & Health Profile

Digital Therapeutics for Hypertension, Weight Management & Sleep

Coach Connectivity: Messaging, Inbound & Group Coaching

New Health Scenario Tips, Habits, Journeys & Challenges

VP Therapy for Behavioral Health

## BENEFITS & CARE GUIDANCE

Benefits Navigation with Concierge

Digital Wallet

Plan Details, Insight & Recommendations

Bill as Claim & Directed Spend

Enhanced Family, Kids and Older Adults Support

Care Guidance with Advocacy

## CONCRETE ROI & VOI

Workplace Risk Assessment & Contact Tracing

Claims ROI Reporting & Population Health Analytics

Enhanced Client Admin Experience

Partner and Benefit Targeting & Conversion Insights

Program and Campaign Success Insights

Back



# Global Innovation Roadmap for 2020-2021

## Winter '20 (October 1st)

Wellbeing  
Innovation

- Updated Dynamic User Experience and Navigation
- Workplace Risk Assessment
- Peer Recognition & Culture Celebration
- Deeper Device Connections in Stats and Habits
- Smart Nudges Driving Personalization and Recommendations
- Partner Bundle Offer
- Expanded Global Partner Network
- Inbound Coaching and Coach Messaging
- New Health Scenario Content
- Gaps in Care & Health Profile
- Digital Therapeutics for Weight Management
- Claims ROI Reporting
- Benefits Navigation with Concierge

Condition  
Depth

Benefits &  
Care Guidance

## Summer '21 (April 1st)

- Workplace Contact Tracing
- Diversity & Inclusion Content Updates
- Global Cross-sponsor Challenge Event
- Sleep Challenge
- VP TV *pilot*
- Expanded Global Partner Network
- VP Therapy *pilot*
- Digital Therapeutics for Hypertension
- Group Coaching
- Digital Wallet
- Benefits Plan Details
- Bill as Medical Claim

# Program Design



# Wellness Best Practices



# Delivering Design - Sample Design For Employers

	Year 1 Enrollment, Awareness, Culture	Year 2 Engagement, Behavior Change	Year 3 Measurement, Growth
Strategic Priority	Establish success metrics Focus on successful rollout of employee experience with positive employee impact & reach	Align more closely to org culture & messaging to fine-tune program approach, drive behavior change	Deeper analysis of program impact against success metrics. Initiate global program
High Tech Solutions	Engage platform, device integration, gaps in care, custom surveys, custom challenges	Rollout Health Stations at critical locations for ongoing, validated biometric measurement	Consider benefit navigation upgrade to build upon Total Health Engagement experience
High Touch Solutions	Onsite biometric screenings, PCP forms, Next Steps Consult and phone coaching	Targeted promotion of ongoing Live Coaching based on risk	Custom VOI analysis from VP Institute, global program coordinator
Partner Integrations	Incorporate VP programming, Omada, Livongo, Hello Heart, Lifeworks, WW, Quest, Etc.as well as benefit partners	Additional client benefits integrated into platform/incentive design.	Track interests and risks and consider VP partner upgrades in critical areas
Incentive Design	Flexible points program – aligned across sub-populations in US Explore Daily engagement configuration	Adjust program rigor as needed Layer in more health-improvement point triggers related to health station rollout	Revisit incentive design to ensure relevance/effectiveness Expand to hourly workforce or benefit-enrolled spouses
Communications	Champions engagement video, Activation & ongoing VP campaigns, new hire onboarding materials, onsite launch events	Success story campaign, custom Pillars including safety, sustainability, diversity content, custom surveys leveraged for non-wellbeing initiatives	Incorporate wellbeing themes into manager training, Champion recruitment campaign

# Employers

## Incentive Design Considerations

### TOTAL AVAILABLE REWARD AMOUNT

CURRENT	"My Wellbeing Survey"	"My Wellbeing Numbers"	"My Wellbeing Activities"		
	Health Assessment	Onsite, lab or provider screening	List of category specific partners targeting weight, sleep, pre-diabetes, diabetes, heart disease, HBP, telemed, emotional, dental, cessation.		
	200-500 points based on date	400 - 1,000 points based on date	Points vary based on activities, date, activity completed and partner		
	1,000 points = \$125, 2,000 points= \$250, 3,000 points = \$500				
Aligning Focus to Daily Engagement / Choice	"My Wellbeing Survey"	"My Wellbeing Numbers"	"My Wellbeing Activities"		
	Health Assessment	Onsite, lab or provider screening	Coaching/Journeys Activity Tracking Daily Content Review	Integrated Partners Local Events Health Habits	Challenges Events Sleep/Nutrition Guides
	Points accrue across game levels as earned. Key programmatic items can be highlighted isolating or by assigning greater value				

The screenshot displays a user's Total Rewards account. On the left, a circular badge shows a 'TOTAL BALANCE' of '\$40.00'. The main interface is split into 'Earn' and 'Spend' sections. A 'REDEEM A VOUCHER' button is visible in the top right. A progress bar indicates the user has 4260 points and is currently at Level 1. Below the progress bar, four levels are listed with their respective point requirements and rewards:

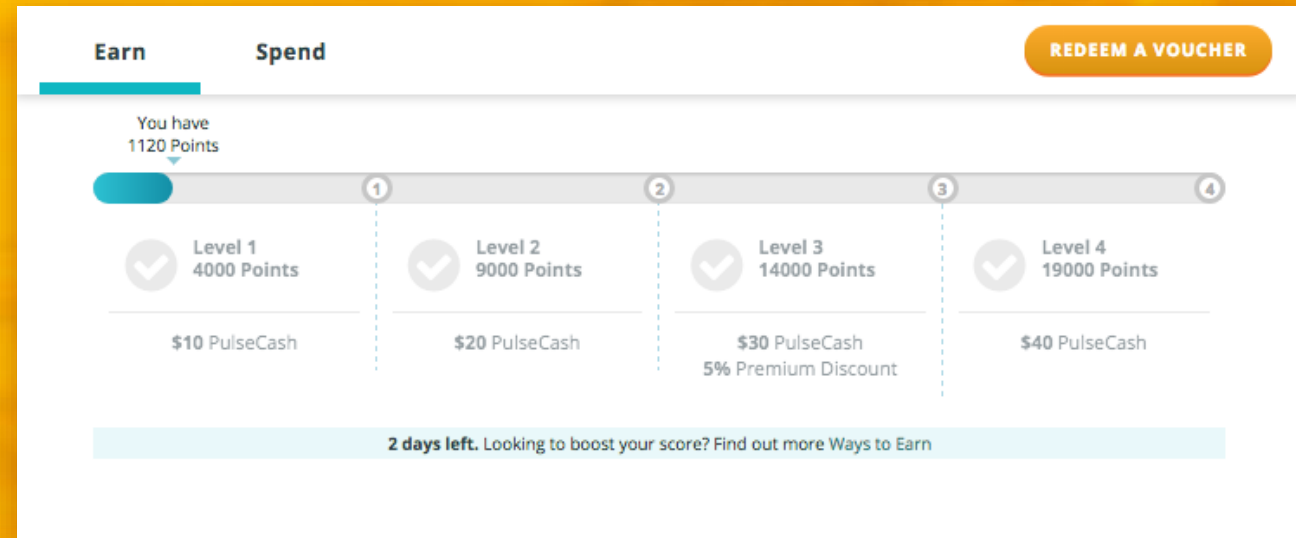
- Level 1:** 1000 Points, \$50 PulseCash (Achieved)
- Level 2:** 5000 Points, \$100 PulseCash (Not Achieved)
- Level 3:** 12000 Points, \$150 PulseCash (Not Achieved)
- Level 4:** 20000 Points, \$200 PulseCash (Not Achieved)

At the bottom, a message states: '72 days left. Looking to boost your score? Find out more Ways to Earn'.



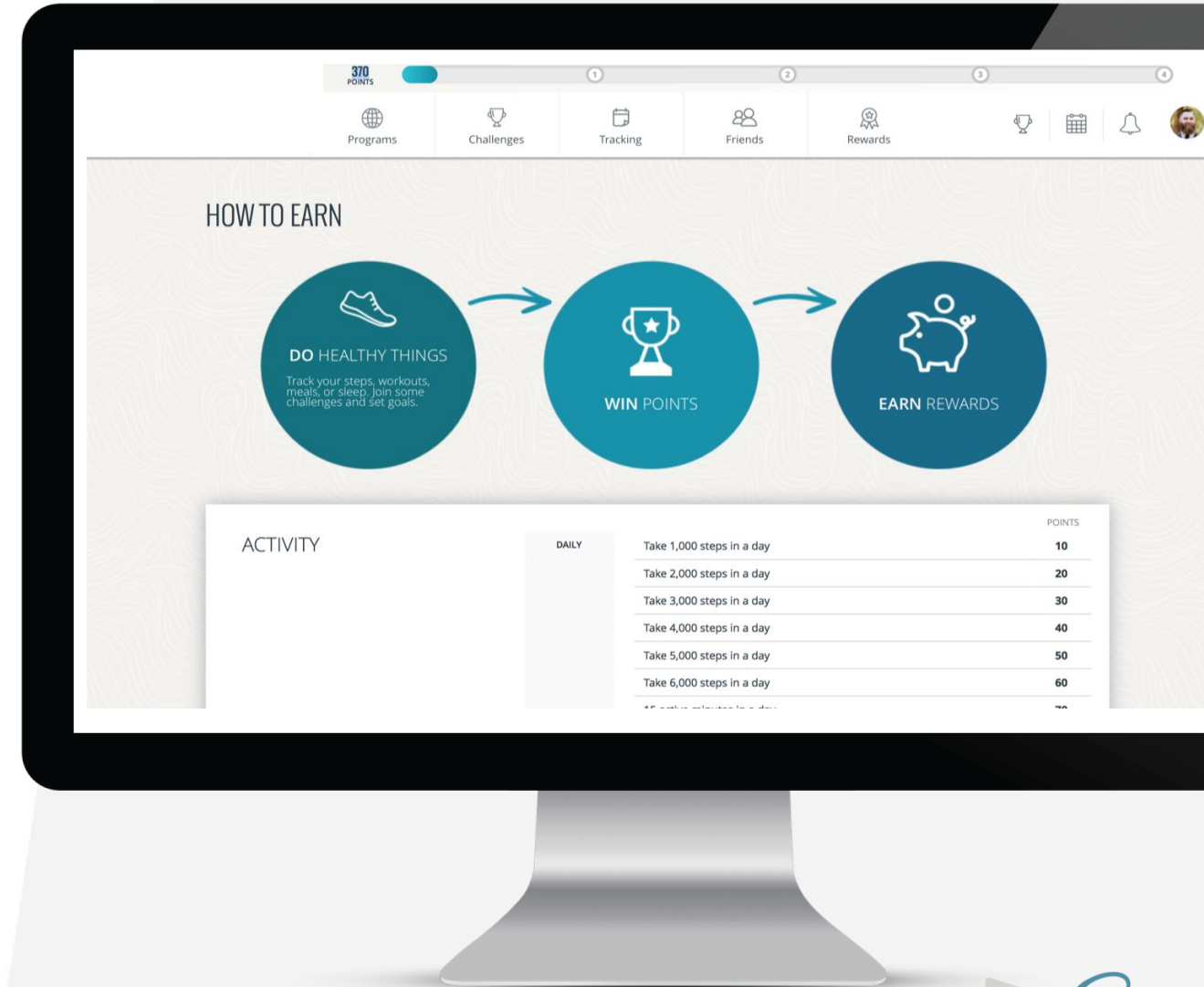
# Designing For Daily Engagement Levels Platform

- Virgin Pulse can configure the applicable activities to earn points and the points employed to activities
- Individuals will accumulate as many points as possible throughout the levels program
- As members accumulate points, they will move through the four levels
- The goal is for members to reach as many levels as they can to maximize their reward earnings
- Members' points accounts will reset to zero quarterly encouraging year-long participation and engagement with the platform



# Earning Points Encourages Healthy Behaviors

- Client-specific earning opportunities
- Activity (e.g., walk 7,000 steps per day)
- Interest & Goal setting
- Daily Education Cards
- Personal Healthy Habit Trackers
- Challenges
- Coaching
- On-going participation & tracking
- Social interactions



# Enrollment & Engagement Predictors

# Qualitative Variables

## LEADERSHIP SUPPORT

Leaders provide visibility and organizational support which promotes the program and encourages participation. Especially ideal if leaders are seen participating (in challenges, etc.) and/or are willing to tell the story.

## EMBEDDING WELLNESS IN YOUR CULTURE

Promote wellness in your corporate culture by declaring it as a value and focal point. Things like providing healthy snacks, encouraging exercise equipment and classes, and other helpful encouragements and tying in Virgin Pulse where possible.

## CHAMPIONS NETWORK

Champions can provide local help and support to members, including helping their coworkers enroll. Champions increase the social contagion and strength of coverage, especially in non co-located (multi-site) organizations.

## STAFF SUPPORT

Dedicated staff support can help make Virgin Pulse and wellbeing a success at your company. From things like a full calendar to frequent challenges, staff support can help utilization and enrollment.

## ADDITIONAL BEST PRACTICES

- SSO – seamless access
- Health Stations available
- Quarterly Levels Program
- Mindful marketing and communications
- Running Corporate Challenges
- Participating in Monthly Healthy Habit Challenges
- Rewarding onsite activities frequently

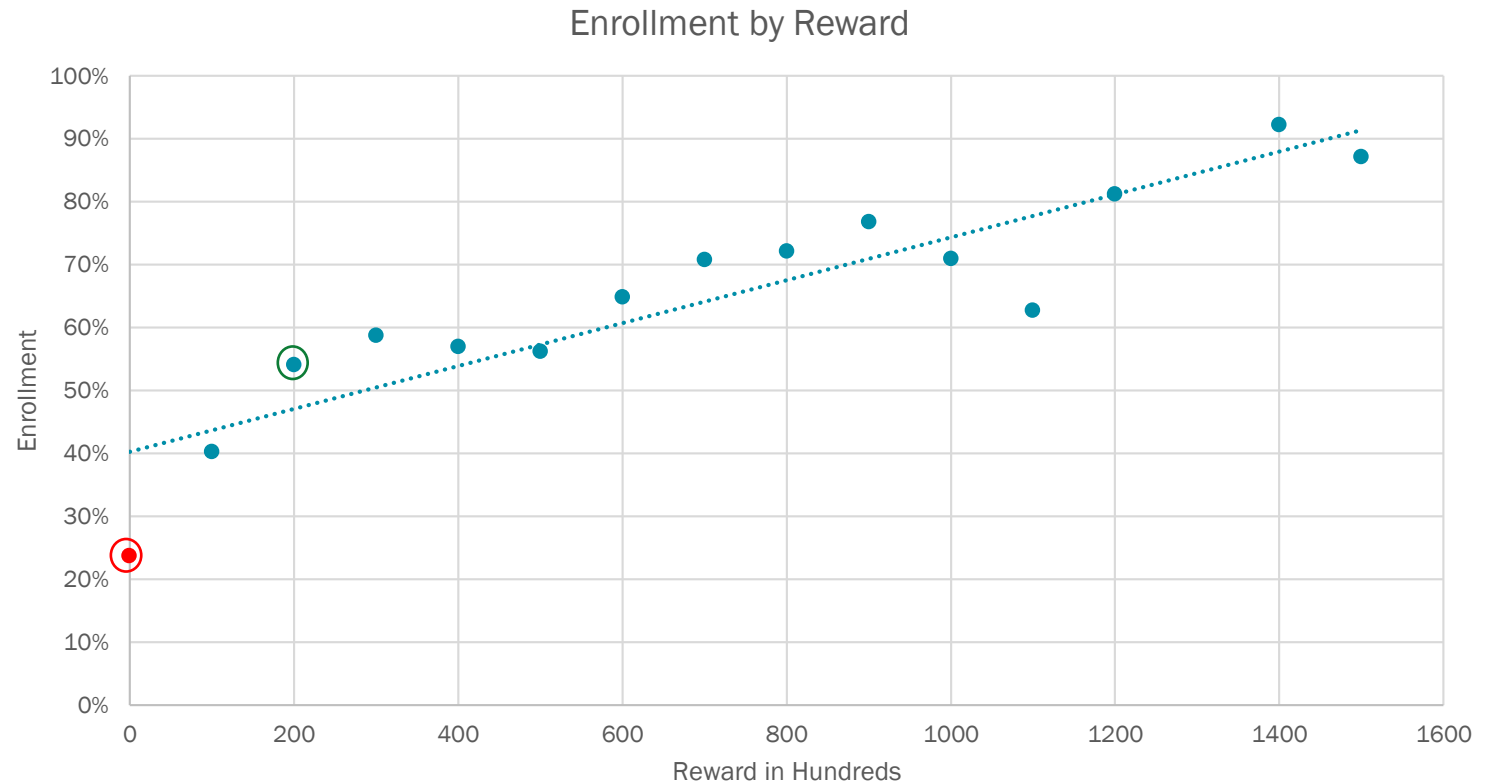
# QUANTITATIVE VARIABLES

DESIGN FACTOR	CLARIFICATION	TYPE OF IMPACT
Total Rewards	Total Rewards offered is the most important enrollment predictor	Positive Impact for Enrollment/Engagement
Cash Reward	Offering cash incentive	Positive Impact for Enrollment/Engagement
Free Device	Is a free device offered to members?	Positive Impact for Enrollment/Engagement
Eligible Email Addresses	Supports our ability to communicate initially	Positive Impact for Enrollment/Engagement
Must do something for device	Members having to do something for a free device	Positive Impact for Enrollment/Engagement
% of eligible at one location (centralized)	A central location can help spread the word quickly	Positive Impact for Enrollment/Engagement
International Location	International locations also note a higher enrollment.	Positive Impact for Enrollment/Engagement
Spouse population	Spouses included in eligible population	Positive Impact for Enrollment/Engagement
Raffle Reward	employees can entries into a raffle	Negative Impact for Enrollment & Engagement
Monthly Fee	Member to pay fee to participate in VP	Negative Impact for Enrollment



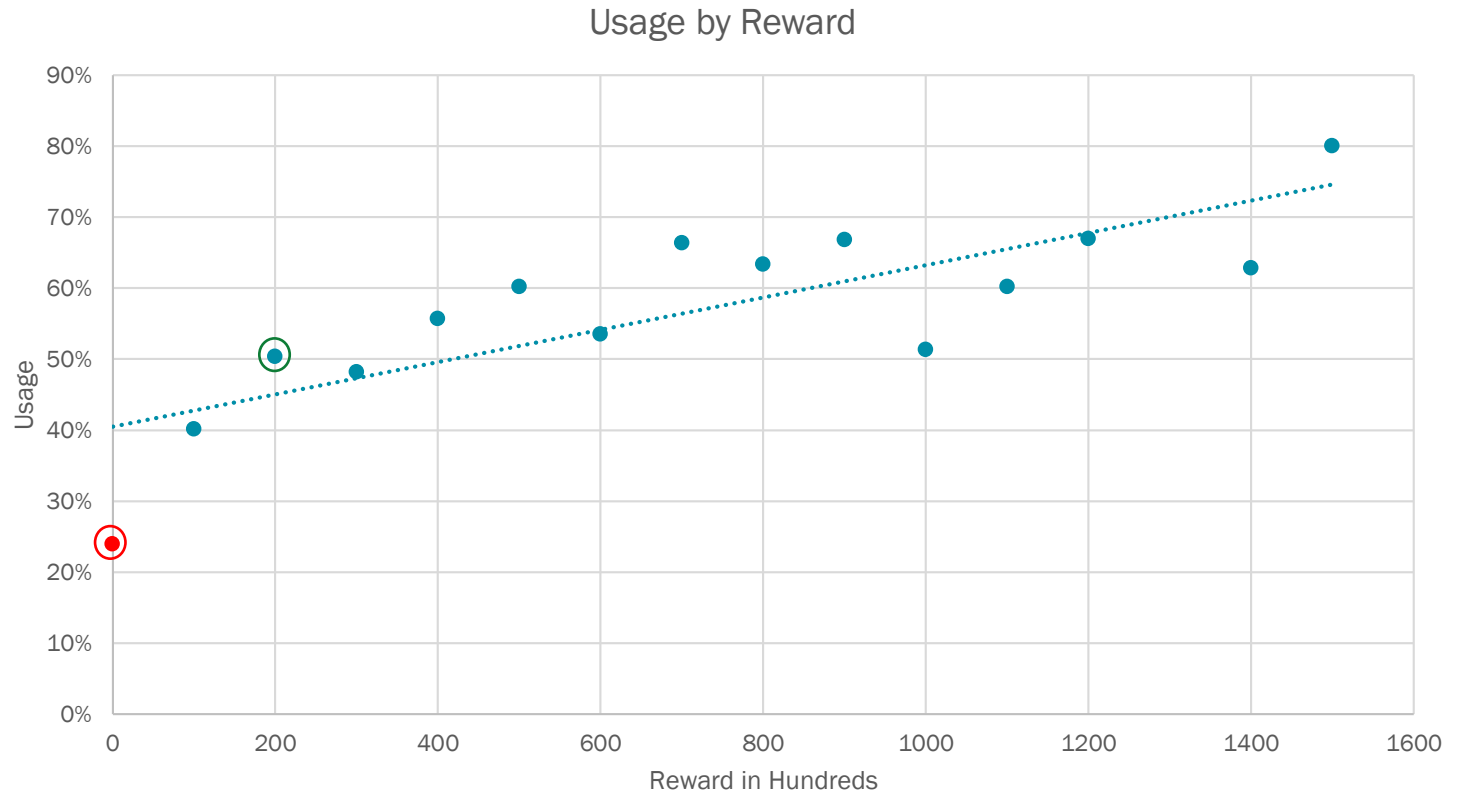
# Effect Of Rewards On Enrollment

- The effect of rewards on enrollment is mostly linear, with very large rewards seeing higher enrollment percentages.
- Zero rewards is a bit of an exception, with zero rewards being especially low enrollment
- At \$200 the rewards begin to have a substantial impact, at 54% enrollment



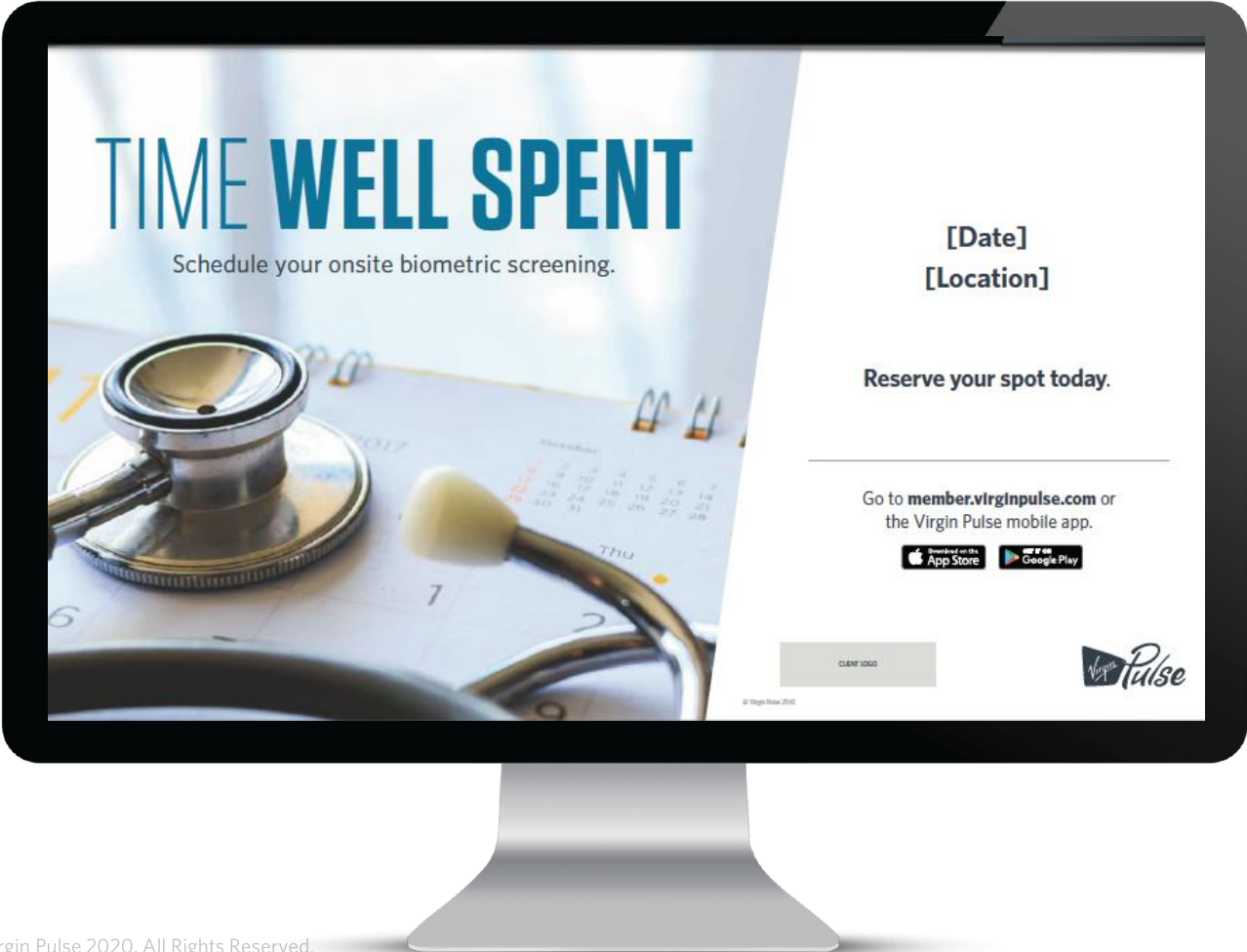
# Effect Of Rewards On Usage

- Reward effects on usage are very similar to those on enrollment
- The effect of rewards on usage is mostly linear, with very large rewards delivering higher utilization
- When no rewards or raffles are offered, usage is drastically effected
- At \$200 the rewards begin to have a substantial impact, with 50% usage
- Integrating 3<sup>rd</sup> party programs into the program and incentive design can increase usage by approximately 3%
- There are certain effects which have a negative impact on the predicated utilization. These include:
  - Raffles Only (no monetary incentive)
  - Member penalty
  - Number of years in the program



# Biometric Screening

# Screening Events Managed By Virgin Pulse



Our expert team takes the hassle out of biometric screening administration

86% Client satisfaction with biometric screening services

89% Of site coordinators would recommend screenings to others



# Full-service Screening Management

## Consultative Planning

- Strategic recommendations and participation forecasting
- Coordination of all logistics and documentation, including options for remote employees
- Communications strategy and event promotion

## Event Management

- Staff preparation, compliance and safety checks
- Delivery of supplies and set-up of screening location(s)
- Registration monitoring and participant reminders
- Individual results brochures and exit consultations

## Data Integration & Insights

- Secure data exchange, QA, and individual results integration
- Aggregate reporting for population health insights, risk areas, and opportunities
- Incentives and rewards fulfillment; resource and support recommendations

# The Screening Experience

## Onsite Check-in

Participant securely confirms registration with a photo ID and user-created pin.

## Biometric Screening

Screeener performs tests and measurements behind a privacy screen and shares individual results brochure.

## Next Steps

Screeener provides participant with results brochure and exit consultation.

Optional: Health Educators onsite to provide extended education consultation.

# Simple Tools For Screening Participants



## Pre Screening

- Automated event communications
- Online registration access and confirmation
- Appointment scheduling and reminders

## Post Screening

- Access auto-populated screening results
- Set goals based on individual health information
- Receive Incentive credits within 10 business days



# Marketing & Communications



# Communications Approach

## System-Generated Standard Messages

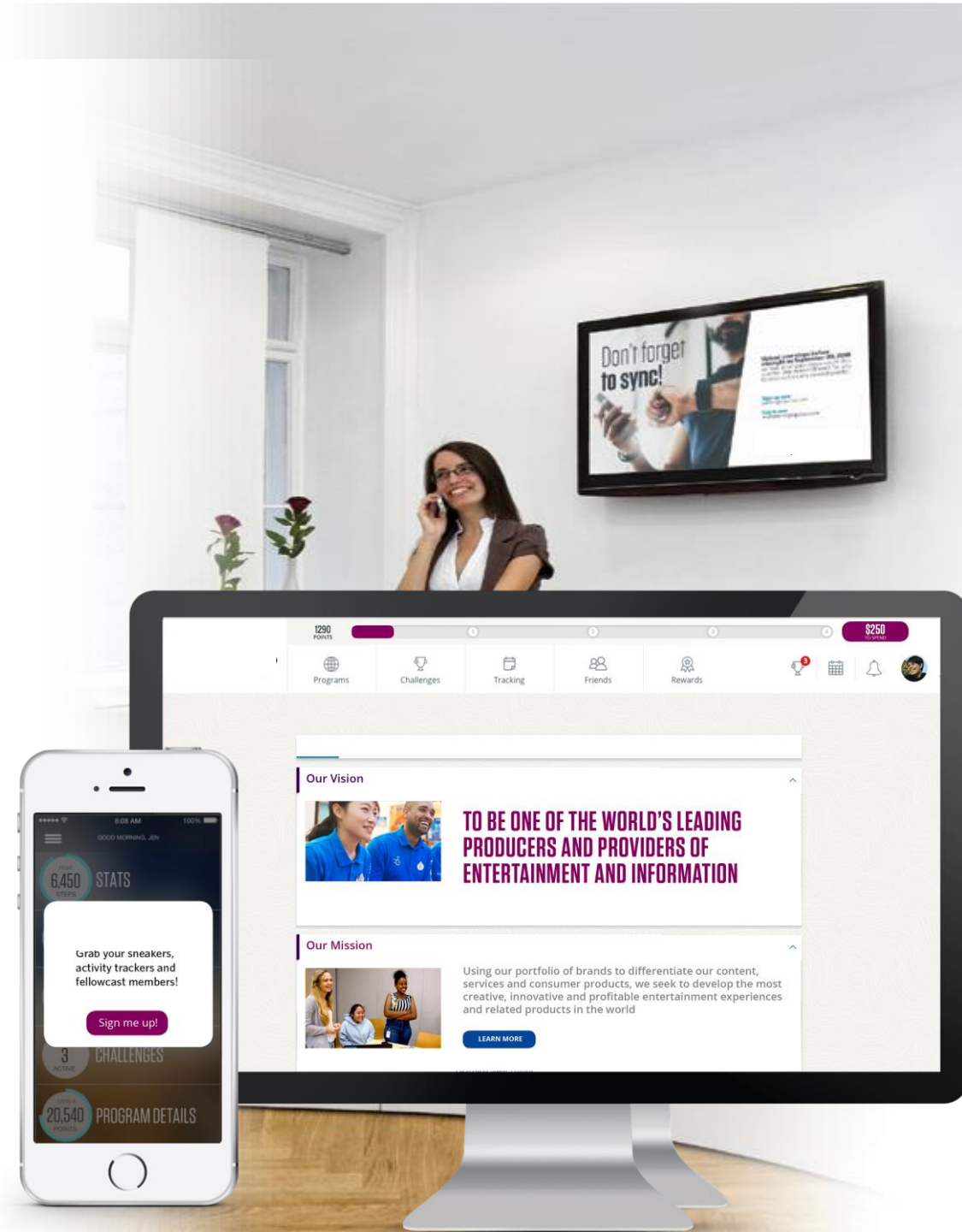
Automated, targeted messaging based on member interests, goals, and platform activity, delivered in cast member's language choice

## On-Demand Engagement

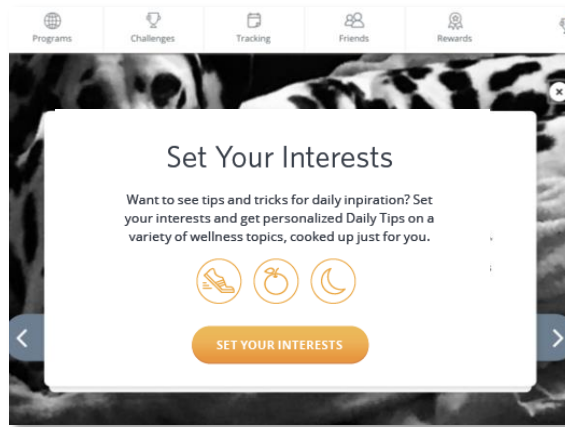
Admins can access the Client Resource Center to download real-time member marketing assets like posters and user guides from a robust library.

## Custom Communications

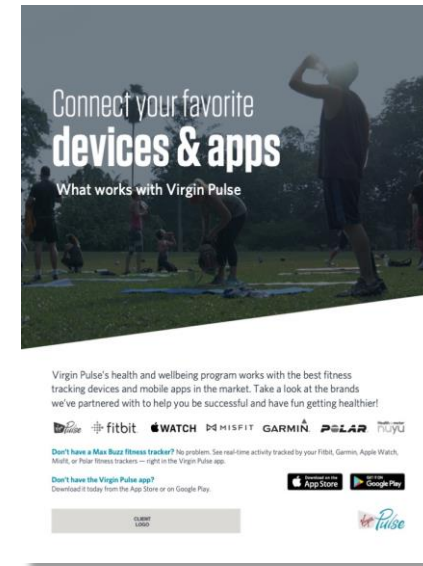
Designed to support your unique program, Disney can utilize its **Annual Communications Service Credit** toward the design and delivery of custom communication assets and unique campaigns.



# Communication Channels & Tactics



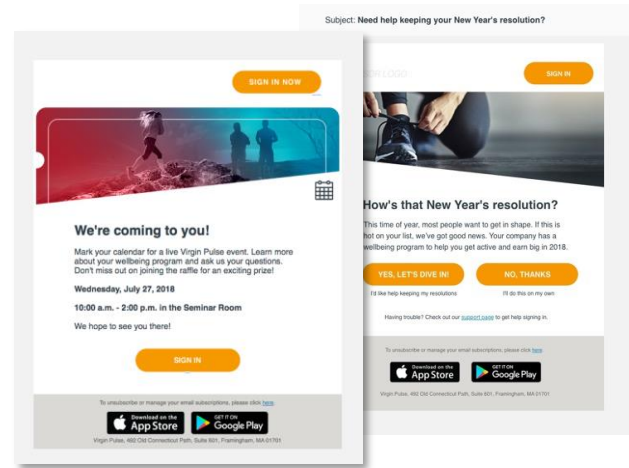
Site Popup - Desktop



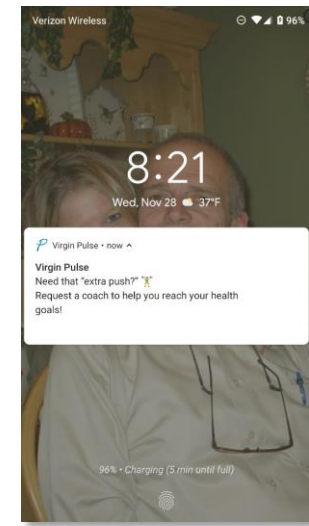
Offline Asset - Feature Guide



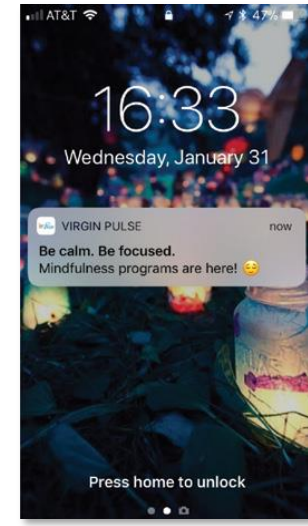
Offline Asset - Poster



Emails



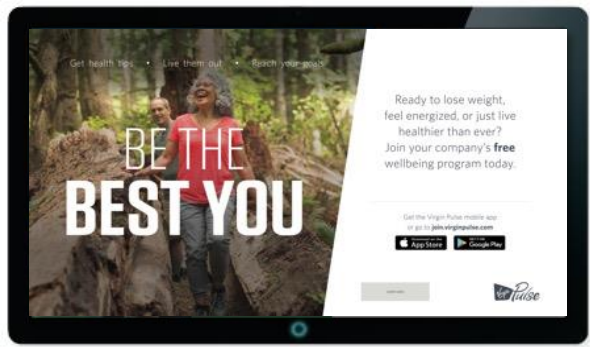
Push Notification - Android



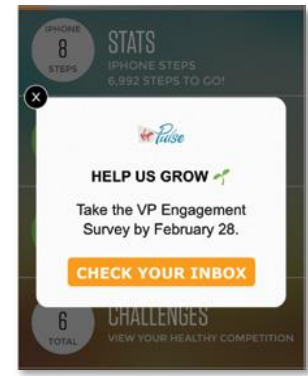
Push Notification - iPhone



Offline Asset - Postcard



Offline Asset - Digital Display



In-app Reminder - Mobile



# Member Driven Messages

Timely messages and proactive reminders delivered throughout the year

## Seasonal Push Notifications

Notes of encouragement aligned to a New Hires seasonal holiday

## Administrative Messages

Password resets, security updates

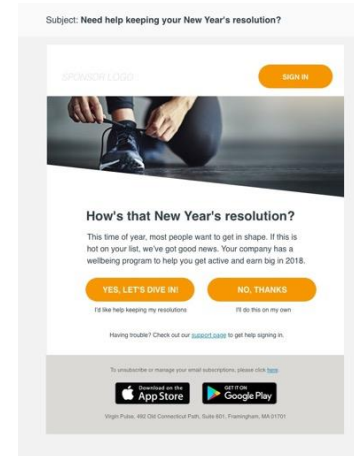
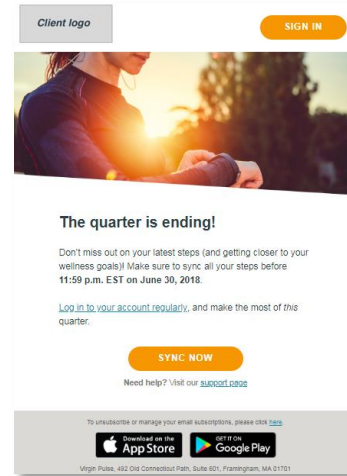
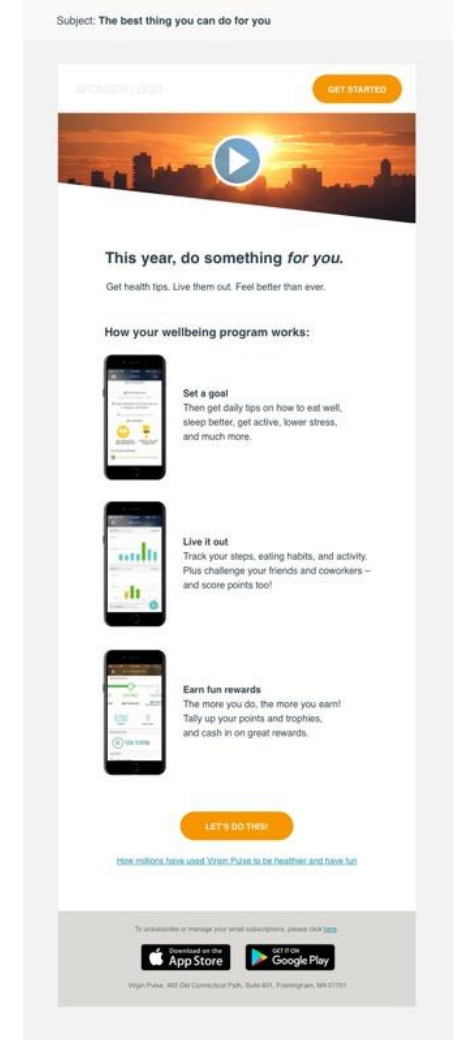
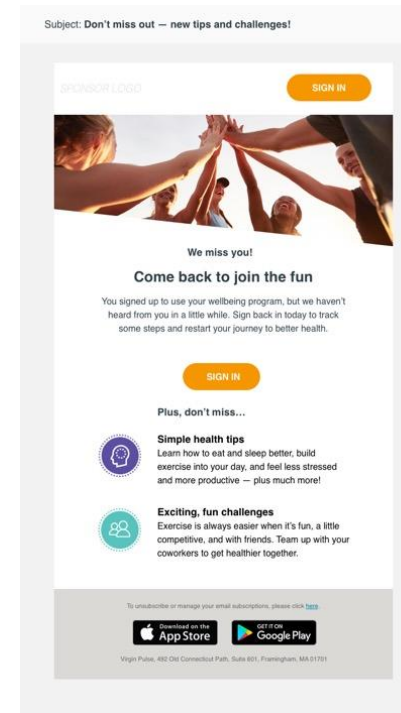
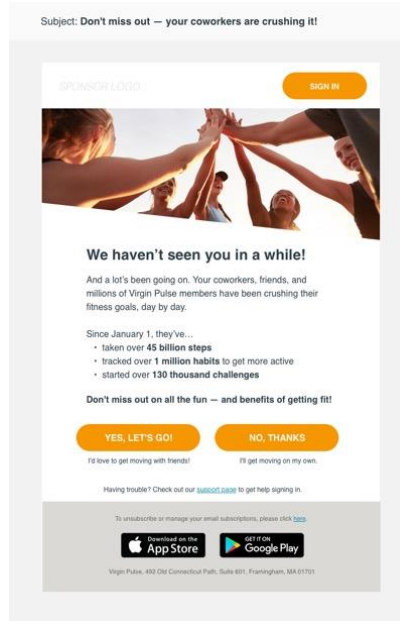
## Quarterly Emails

Enrolment and re-engagement reminders sent to eligible members; Member Satisfaction Survey; Sync steps reminder

Automated enrollment campaign is activated when new hires are added to your eligibility file

## Champions Check-in

Monthly Email sent to Champions network with tips and strategies



# Challenge Communications

Automated emails & offline assets encourage participation

Personal Challenges

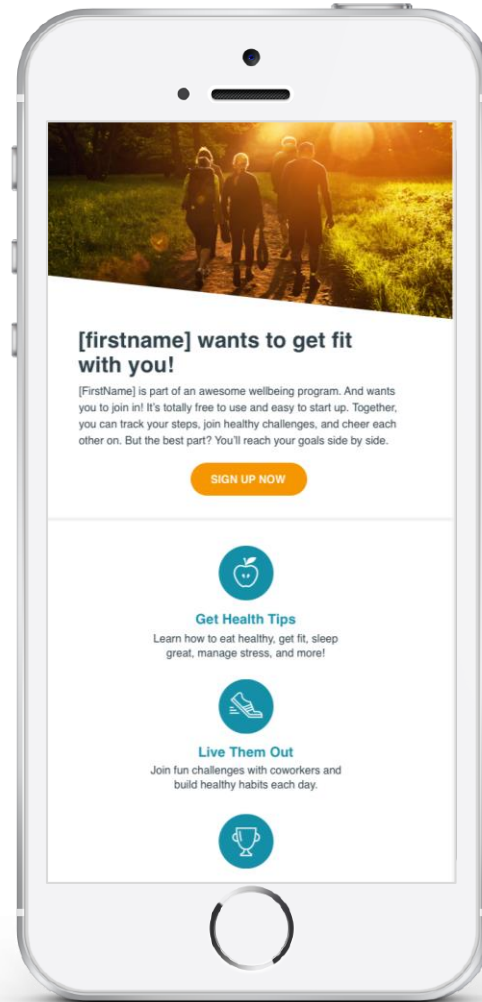
Initiated by any member

Monthly Promoted Healthy Habit Challenge

Deployed by Virgin Pulse

Standard Team Challenges

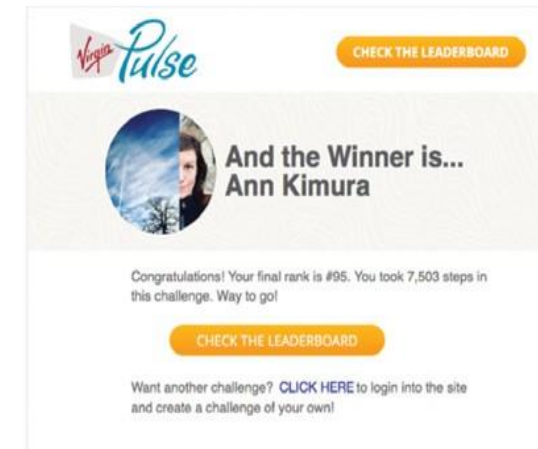
Deployed by Virgin Pulse or Client



Personal Challenge Email: Invitation



Personal Challenge Email: Starts Today




Personal Challenge Email: Winner Announcement

# Promoted Healthy Habit Challenges

Encourage castmembers to focus on a new healthy habit each month

Virgin Pulse runs monthly Promoted Healthy Habit Challenges to take the work off your plate\*. Each Promoted Healthy Habit Challenge runs for 1 week of the month. Digital and offline promotional assets are available on the Client Resource Center, and castmembers will receive automated email invitations and reminders to track the habit for 7 days.



Reducing Stress

## FRESH AIR CHALLENGE



March 19 - 25

Take a walk on nature's treadmill! Get outdoors **each day this week** to clear your mind!

1. Go to **Challenges** to join
2. Get fun tips
3. Track to earn **200 points**

Looking to join? Go to [join.virginpulse.com](http://join.virginpulse.com) or the Virgin Pulse mobile app

App Store Google play



Virgin Pulse SIGN IN


### Join the Fresh Air Challenge!

Achieve the Fresh Air Healthy Habit for 5 out of the next 7 days. The challenge starts on Mar 19 and runs until end of day on Mar 25. Use the chat feature to share your strategy for achieving the Healthy Habit!

**JOIN THE CHALLENGE**

**Why It Matters**  
Walking outside has incredible health benefits for your body and mind. It not only lowers your risk for heart disease and certain types of cancer, but it can prevent memory loss and improve your mood.

**This week, take a stroll outside each day.** Even a 20-minute daily walk can boost your health over time. Best of all? This workout is so easy, it's a "walk in the park."




Virgin Pulse CHECK THE YES-O-METER

### The Fresh Air Challenge starts today!

Your goal is to achieve the Healthy Habit for 5 out of the next 7 days. Use the chat feature to share your strategy for achieving the Healthy Habit!

**CHECK THE YES-O-METER**

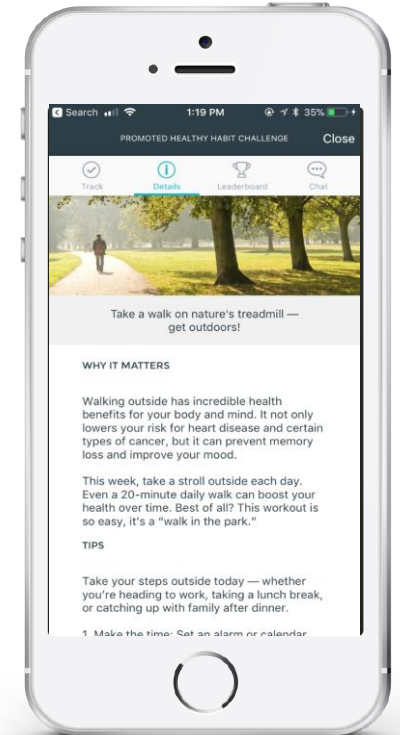


Virgin Pulse CHECK THE YES-O-METER

### The Fresh Air Challenge ends today!

You have 2 more days to track for the Fresh Air Challenge!

**CHECK THE YES-O-METER**



# Custom Communications: Consultative & Collaborative Support



## Annual Strategy

During implementation, you'll collaborate with your Client Success Manager to map out a 12-view of all program milestones, alongside your organizational events and key dates. Your CSM will maintain this calendar, supporting any mid-stream adjustments and providing guidance and insight along the way.



## Program Alignment

Together, you'll discuss the most effective application of your Annual Flexible Service Credit based on your. Your CSM will guide you through designing and implementing custom communications that align to your program goals and business objectives.



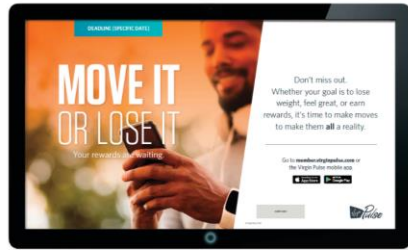
## Execution

Review an extensive catalogue of creative assets and campaigns that can be tailored to reflect your unique brand. Your CSM will manage development and delivery of custom communications.



# Custom Communications

Campaign planning and execution excellence across digital, video, mailers, posters, etc.



Digital Display



Flyer



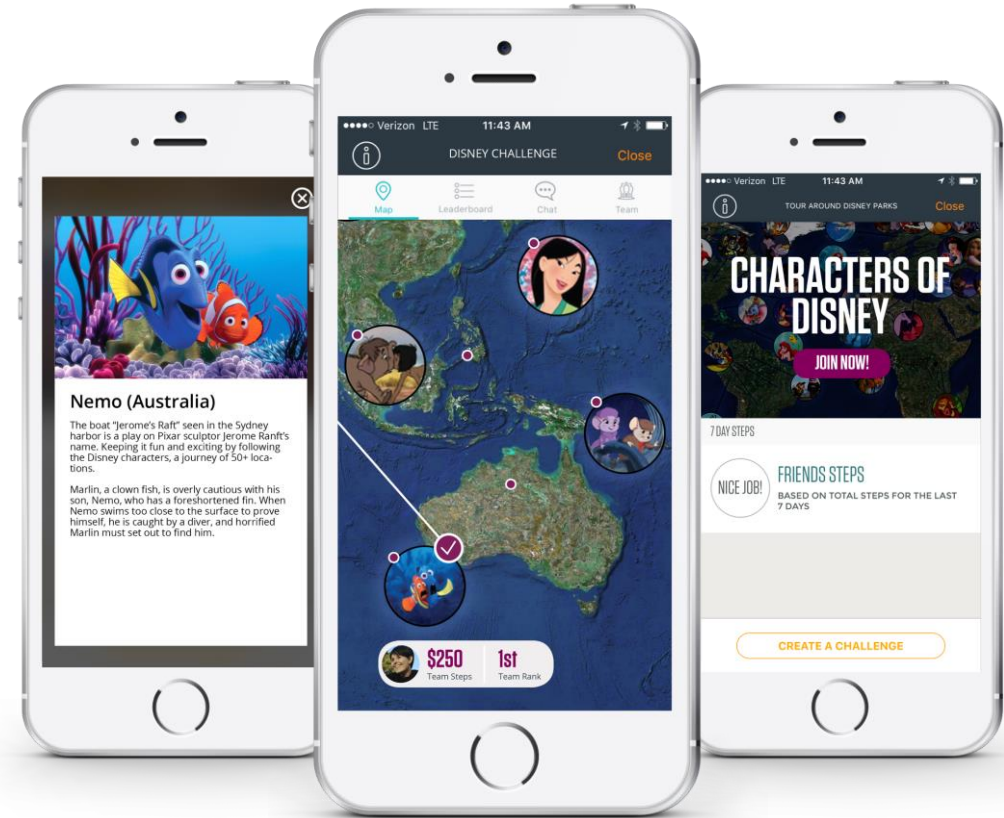
Postercard



Email Header



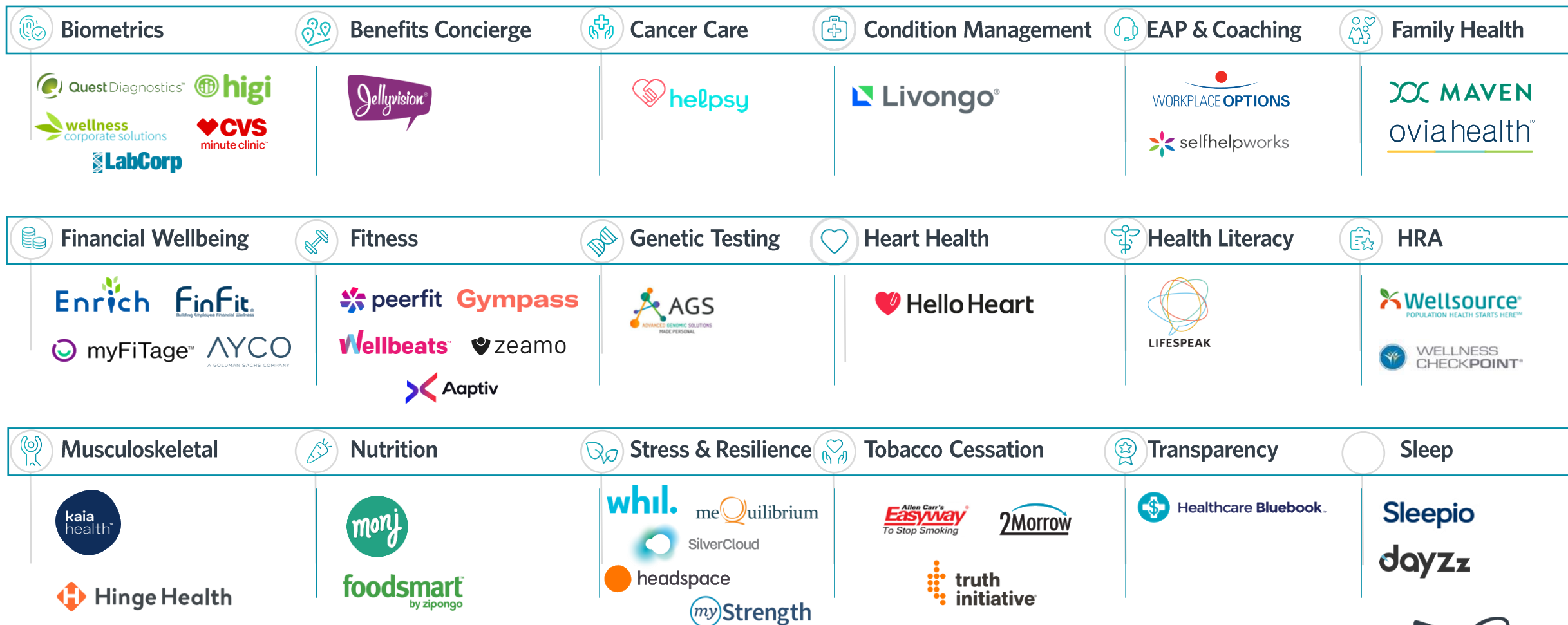
Tablet--2-sided



# Adaptive Partner Network



# Homebase for Health™ Partner Ecosystem



# Virgin Pulse's Adaptive Partner Network

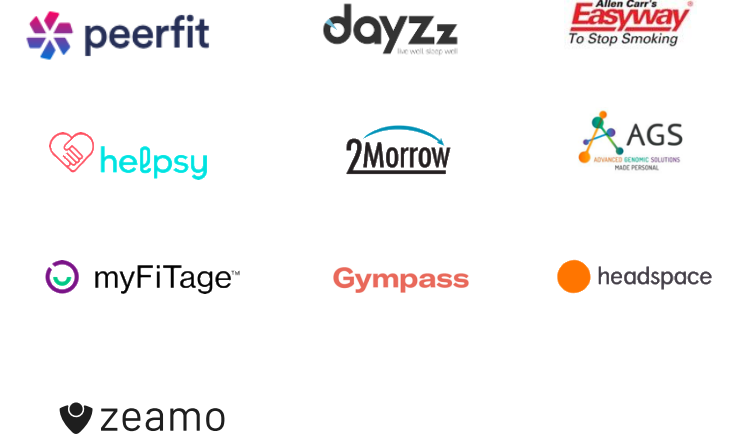
## Certified Partners

Sold, contracted and invoiced through Virgin Pulse to reduce the admin burden of offering a rich vendor ecosystem to employees.



## Authorized Partners

Sold, contracted and invoiced through Partner.



# Fast Track Vendors Integration With Virgin Pulse



Vendors

## Virgin Pulse

- Contracting & renewals
- Performance guarantees
- Invoicing
- Annual security and privacy audits
- Basic reporting (adoption, usage)

## 90 Days

- Virgin Pulse will rapidly certify vendors within 90 days while embracing client choice for type and level of integration
  - Direct Link
  - File Share
  - API
  - SSO/SAML



Additionally, Virgin Pulse can directly link to any client partner or vendor a client may have. We have created bespoke program designs with 800+ 3rd party applications.