



Integrated Coaching & Live Guidance

Digital Coaching & Live Health Engagement Guides – no added cost!

The following section highlights our digital coaching journeys & health engagement guides that are offered at no added cost as a core and valuable part of our wellbeing solution.

Health Engagement Guides Help Members Get Started (or unstuck!)

One Simple Step To Educate, Motivate, And Engage

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!**

- ✓ On demand, one-to-one support from highly trained health educators to connect employees to their benefits, resources and programs.
- ✓ Guides engage members over the phone to answer, guide and help them activate programs and resources best for their individual needs.
- ✓ Members leverage Guides to review health assessment results and biometric screening numbers, answer member health questions, understand their gaps in care or recommended preventive care, and activate health or condition-specific improvement programs and resources.



Health Engagement Guides - Our Approach

Designed to **educate, motivate and engage**, we provide a human connection for those unsure about what they should do next.

Guides collaborate with the participant to identify their motivations and interests, discuss program opportunities, and encourage them to maintain or improve their health by engaging in one of the many opportunities provided to them within the platform or employer benefits ecosystem.

Concierge Guides help to make health accessible to everyone by:

- Empowering members to make healthy changes in their lives by raising awareness of their health status and available health and wellbeing activities
- Providing expert guidance and data-driven program recommendations specific to the individual
- Incorporating each member's needs and interests into the interaction
- Informing the member of the program incentives or rewards available to them
- Capitalizing on the moment when a member is motivated to take action immediately upon completion of the health assessment or has a question they need answered

Guides raise health awareness and connect members to the right program, increasing engagement:

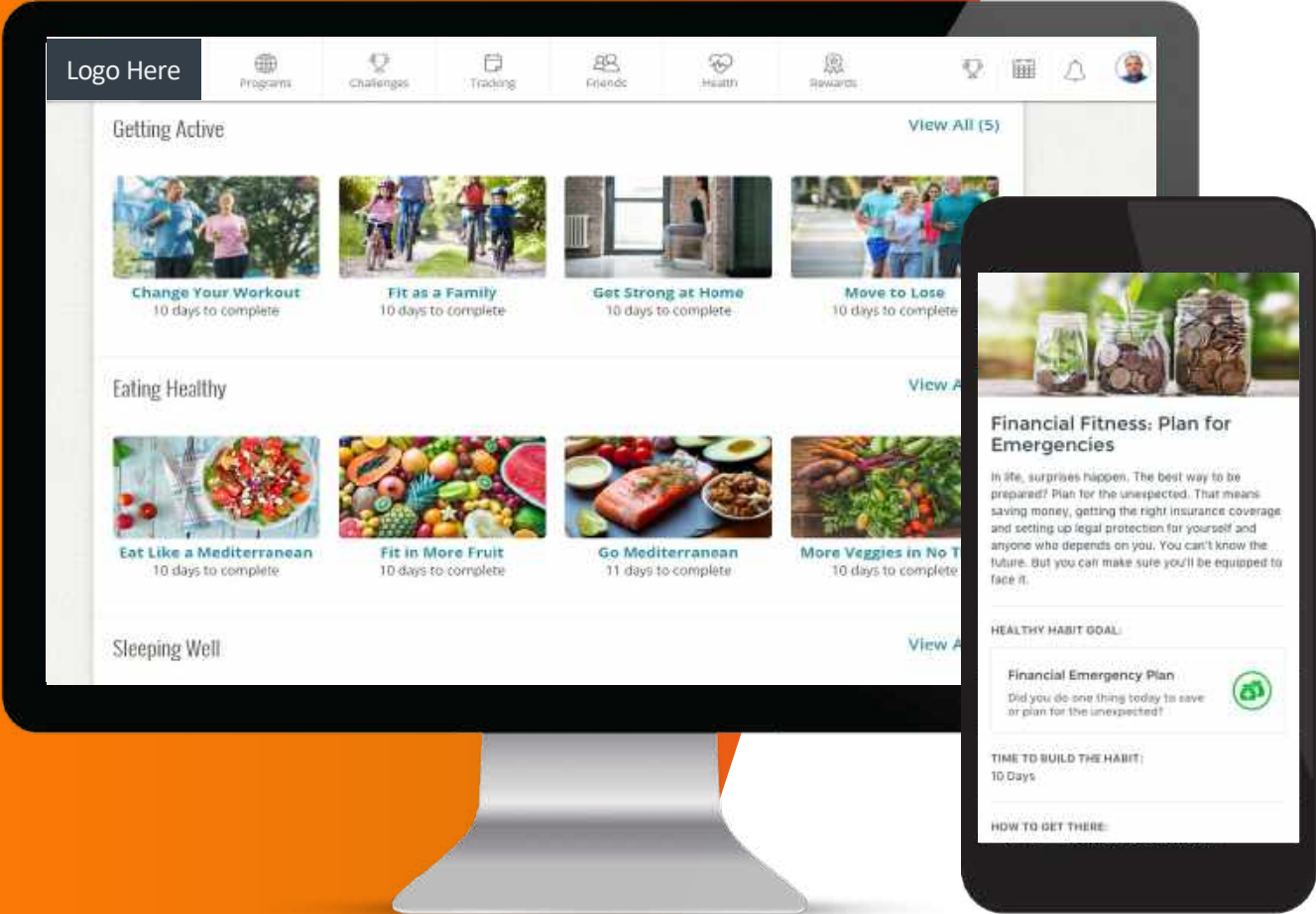
3x

Higher Initial Engagement

5x

Higher 6-month Engagement





Digital Coaching Journeys[®]

Behavior change system to build new, healthier habits, one small step at a time

Multi-week, guided courses that help employees successfully form and adopt new healthy habits.

- ✓ Globally available in 21 languages
- ✓ Fully integrated and seamless experience
- ✓ Choice of 38 different topics and health conditions including reducing stress, managing diabetes, pregnancy, embracing diversity, alcohol use & tobacco free, and back pain, to name a few
- ✓ Thoughtfully paced with daily actions and literacy to ensure sustained engagement (unable to complete in just one day)
- ✓ Available to all, though appropriate journeys will be promoted where relevant by our recommendations engine via daily cards, our centralized benefits page, and our Health Engagement Guides.
- ✓ Core to the Virgin Pulse offering



Journeys Increase Habit Adoption and Prevention



Clinically-sound – Content is clinically reviewed by certified health coaches and subject matter experts to ensure alignment with established best practices and evidence-based guidelines.



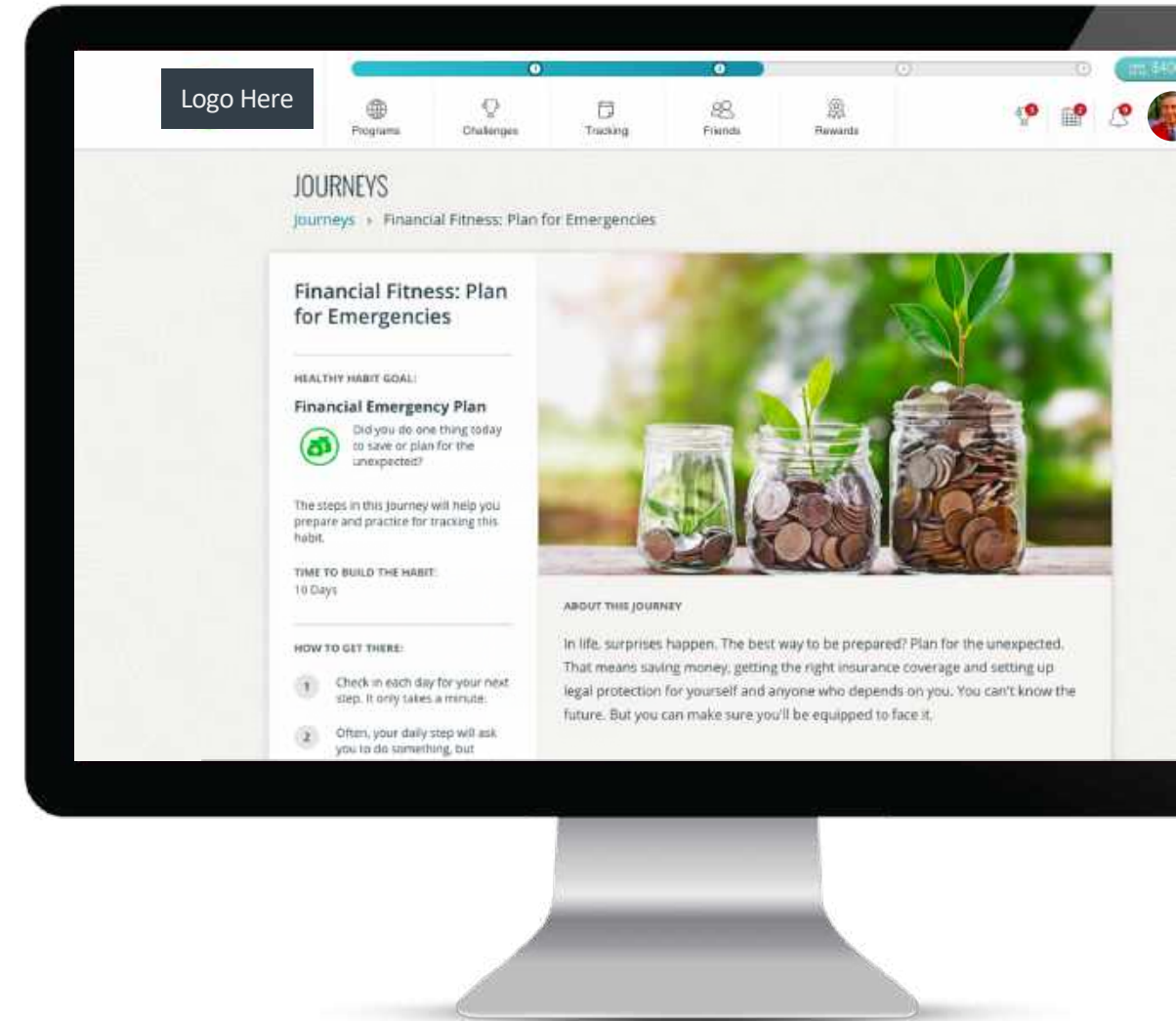
Choice and Convenience – Journeys easily fit into daily life. Employees can commit to specific, small steps that appeal to their personal interests and form habits in just minutes a day.



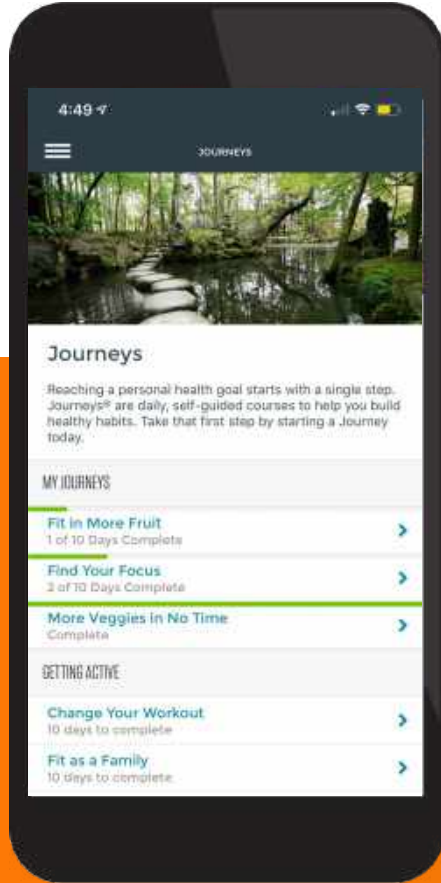
Confidence Builder – Small wins are reinforced and celebrated in Journeys, helping employees maintain momentum and build on their success.



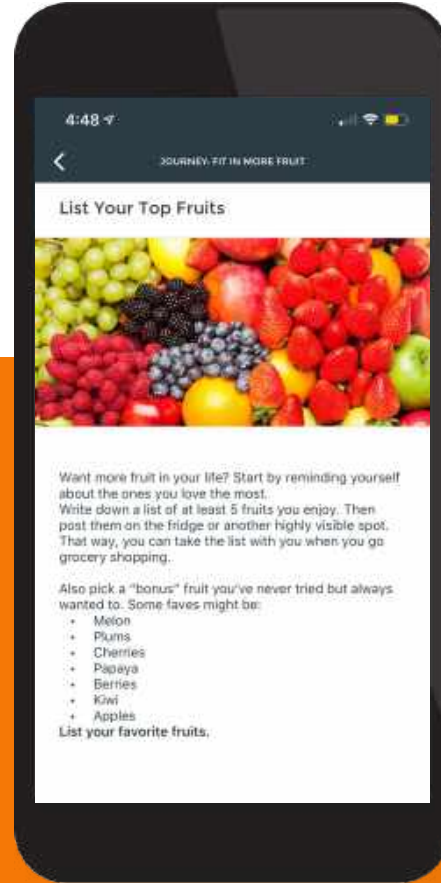
Gamification – Rewards reinforces new habits as they are formed. The entire experience is simple, fun and interactive in order to keep employees engaged and motivated.



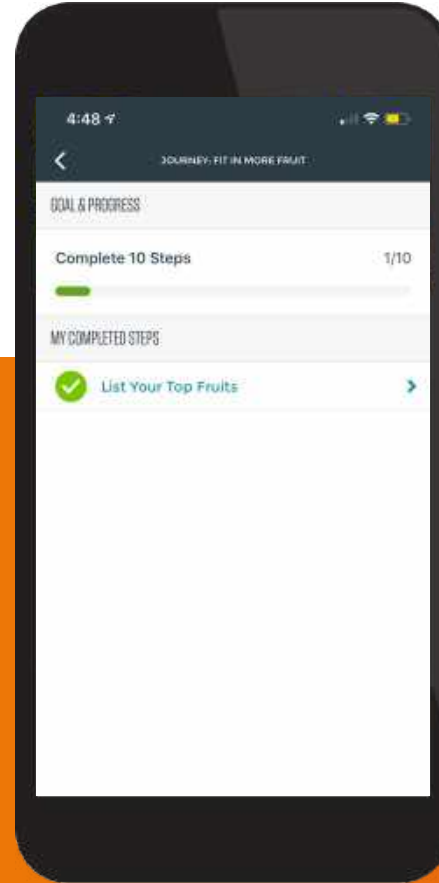
A Look At Digital Coaching Journeys



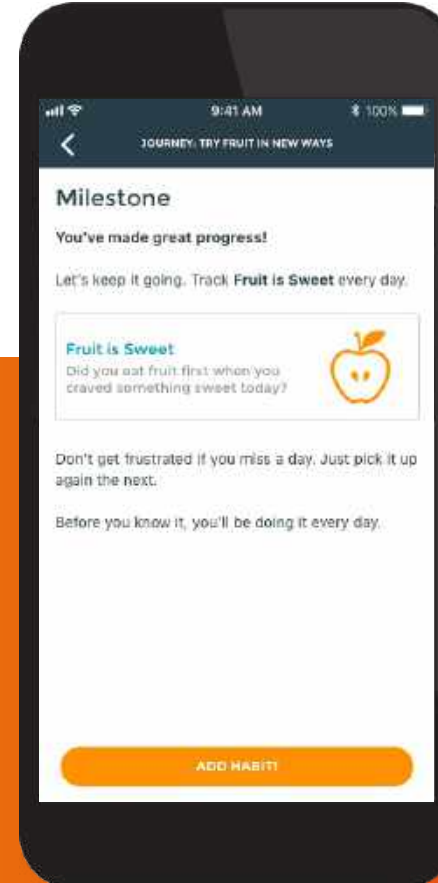
*Wide range
of topics*



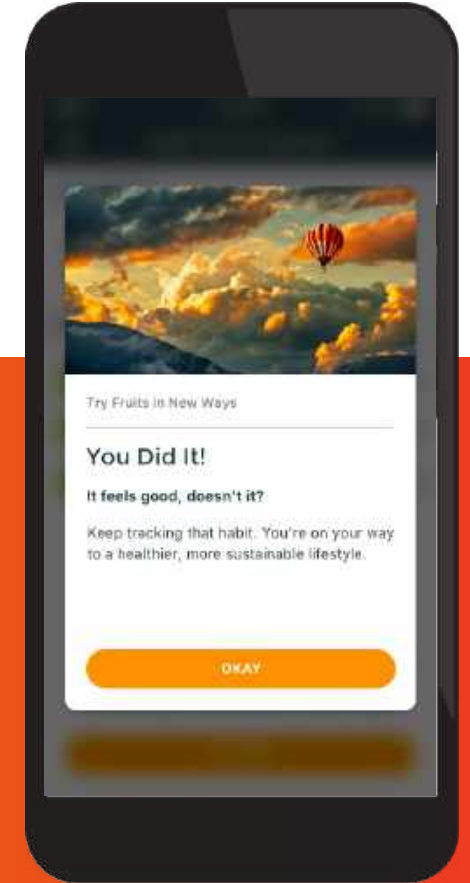
*To improve
health literacy*



*In a series
of steps*



*Forming
new habits*



*With support &
encouragement*

Journeys[®] Topics for Health Goals, Conditions & Situations

Getting Active

Move to Improve
Fit as a Family
Getting Strong at Home
Walk Your Way to Fitness
Ramp Up Your Workout

Eating Healthy

Fit in More Fruit
More Veggies in No Time
Go Mediterranean
Eat Like a Mediterranean
Smart Portions

Sleeping Well

Plan for Sleep
Get Back to Sleep
Ready Your Room for Sleep
Calm Your Mind for Sleep
Sleep for Parents

Health Situations

Beat the Blues
Dial Back the Drinking
Live Healthy: Blood Pressure
Live Healthy: Cholesterol
Live Healthy: Diabetes

Reducing Stress

Stress Less in 10 Minutes
Choose a New Attitude
Three Ways to Lower Stress
Make time for Play
Find Your Focus

Managing My Finances

Stash Some Cash
Shrink Your Debt
Organize for Financial Fitness
Maintain Financial Fitness
Financial Fitness: Plan for Emergencies

Being Tobacco Free

Consider Quitting
Prepare to Quit
Ready, Set, Go Smoke-Free
No Thanks, I'm Smoke-Free
Stay on Track, Stay Smoke-Free

Pregnancy

Trimester 1: A Healthy Start
Trimester 2: Keep it Up
Trimester 3: Finish Strong

COVID-19

Build a Solid Routine
Make an Advanced Care Directive
Self-Care During COVID-19

Heart & Lung Health

Breathe Easier With Asthma
Live Better with COPD
Live Well With Heart Failure
Live Better With Coronary Artery
Disease

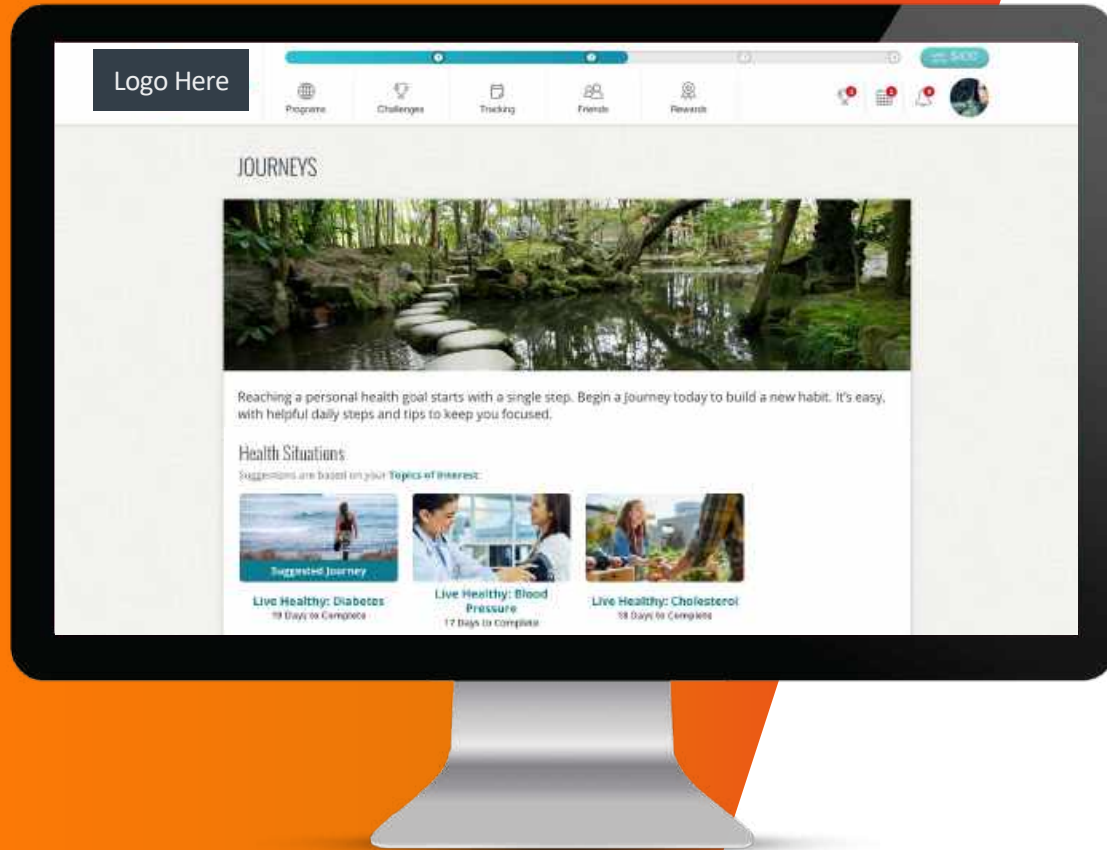
Back, Muscle & Joint Health

Beat Lower Back Pain
Ease Arthritis Pain
Move Better With Arthritis

Embracing Diversity

Explore Your Identities
Talk About Race





Digital Journeys Include Condition Management via 'Health Situations' Category

Recommendations for relevant content targeted to deliver healthier outcomes for high risk members

Members with conditions are identified on the platform through:

- Self-selection
- Self-assessment
- Coaching interactions (if available)
- Biometrics screenings
- Health Assessment
- Medical claims ingestion



Integrated, In-House Live Coaching

Engage and retain high risk and hard-to-reach populations wherever they are through our telephonic coaching or onsite resources
(optional – additional cost)

Virgin Pulse Live Coaching and Support

Fully integrated clinical resources. All health coaches are Virgin Pulse employees!



Health Coaching

Transform wellbeing goals into action with Interactive, person-to-person support driven by consumer choice.



Onsite Support

Build a grassroots culture of health with 1:1 and group coaching, program coordinators, or blended roles.



Digital Therapeutics

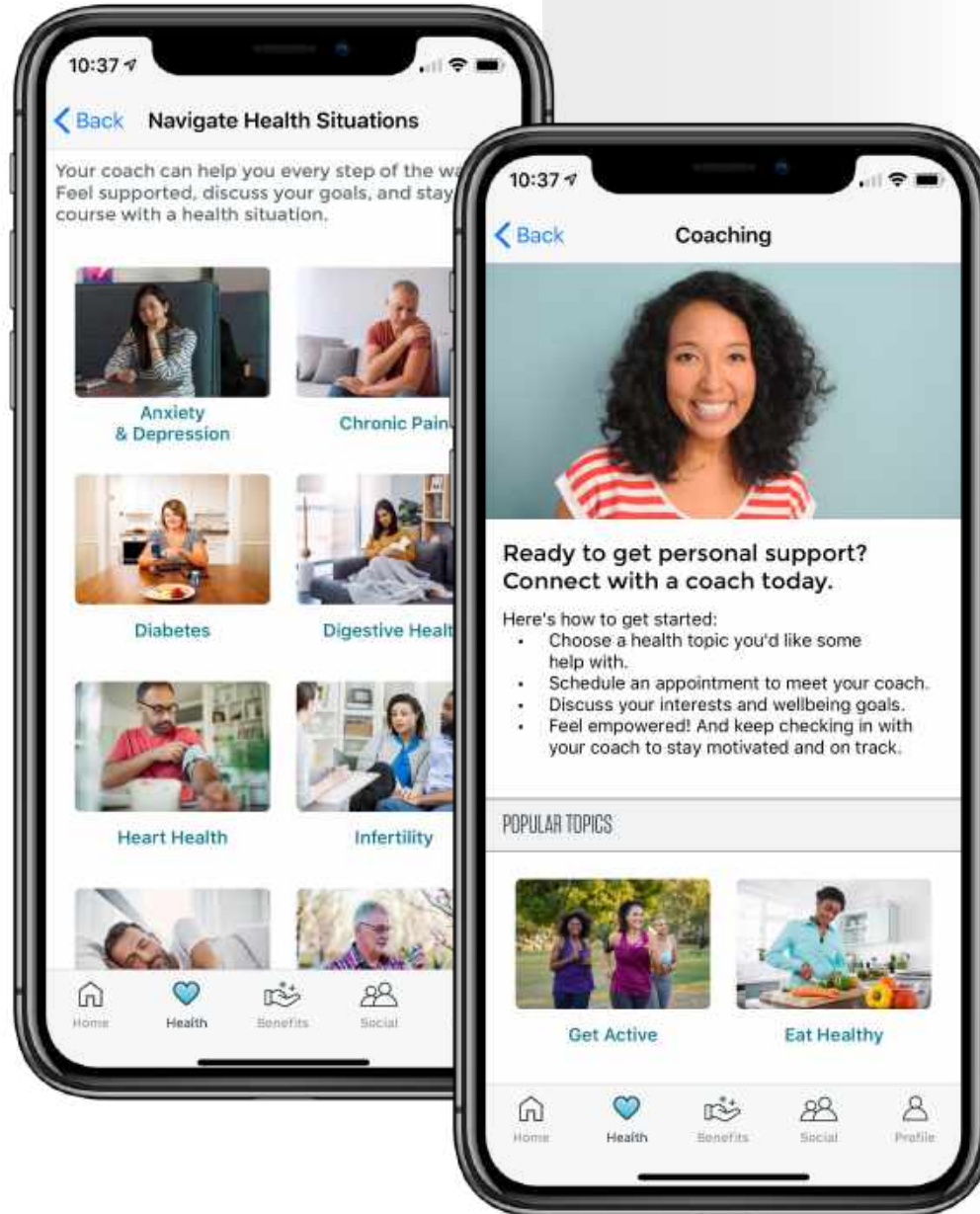
Empower consumers to take an active role in their health with evidence-based therapeutics to prevent and mitigate costly conditions.

High-value Person to Person Interactions with an Integrated Platform Experience

Anytime Access to Lifestyle and Condition Management Coaching Presented within the Virgin Pulse Experience

Offering includes:

- Person-first Approach for better engagement & impact
- Primary Coach Model
- Telephonic
- Asynchronous in-app coach messaging
- Holistic Coaching: Lifestyle & Condition Management
- Goal Focused, small step philosophy
- Promotes digital tools & relevant employer sponsored benefits or point solutions between sessions



66%

Reduction in blood pressure risk

39%

Reduction in cholesterol risk

67%

Of high-risk members reduced glucose values by 10% or moved below 126 mg/dL. After working with a coach and digital tools

Telephonic Coaching

Ongoing relationship between coach and member



Calls are typically held every 4 weeks but can vary to accommodate individual goals and needs



Initial and ongoing calls are scheduled for 30 minutes each, to provide ample time to foster rapport



Seamlessly integrated within the Virgin Pulse experience, for easy web or mobile scheduling



Primary coach model for continuity and accountability while leveraging our evidence-based methodology for consistency between live coaching and the platform.



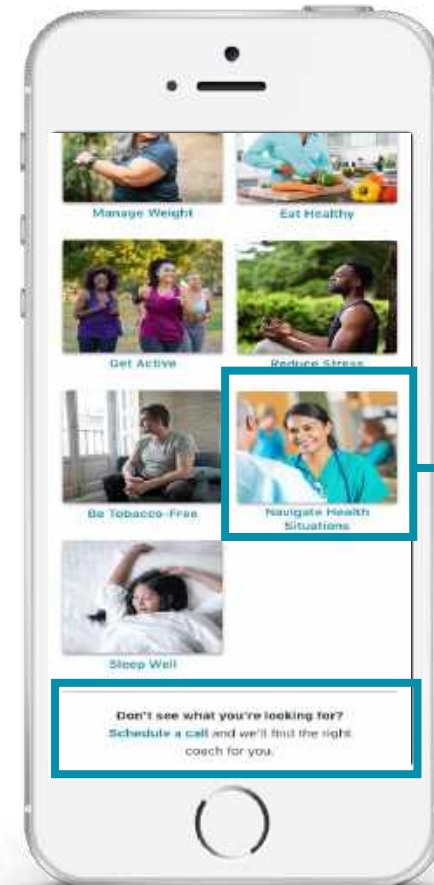
Coaches are versed on our platform, programs and client-sponsored benefits, and can facilitate referrals to both external and internal integrated resources to best support the member



Empowering Members Through Choice

38 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
- Health Situations (22)
- “Don’t See What You’re Looking For?”



Navigate Health Situations

Your coach can help you navigate health situations by offering support, discussing your goals, and helping you stay on track towards those goals.

- Anxiety and Depression
- Chronic Pain
- Diabetes
- Digestive Health
- Heart Health
- Infertility
- Insomnia and Sleep
- Lung Health
- Medicine Safety
- Pregnancy
- Substance Support

Choice is a Key Element of Our Coaching Approach

80%

Of coaching participants choose to start here before branching out...

Lifestyle Risks

- Nutrition
- Stress
- Weight
- Sleep
- Activity

Conditions

- Asthma
- CAD
- CHF
- COPD
- Diabetes

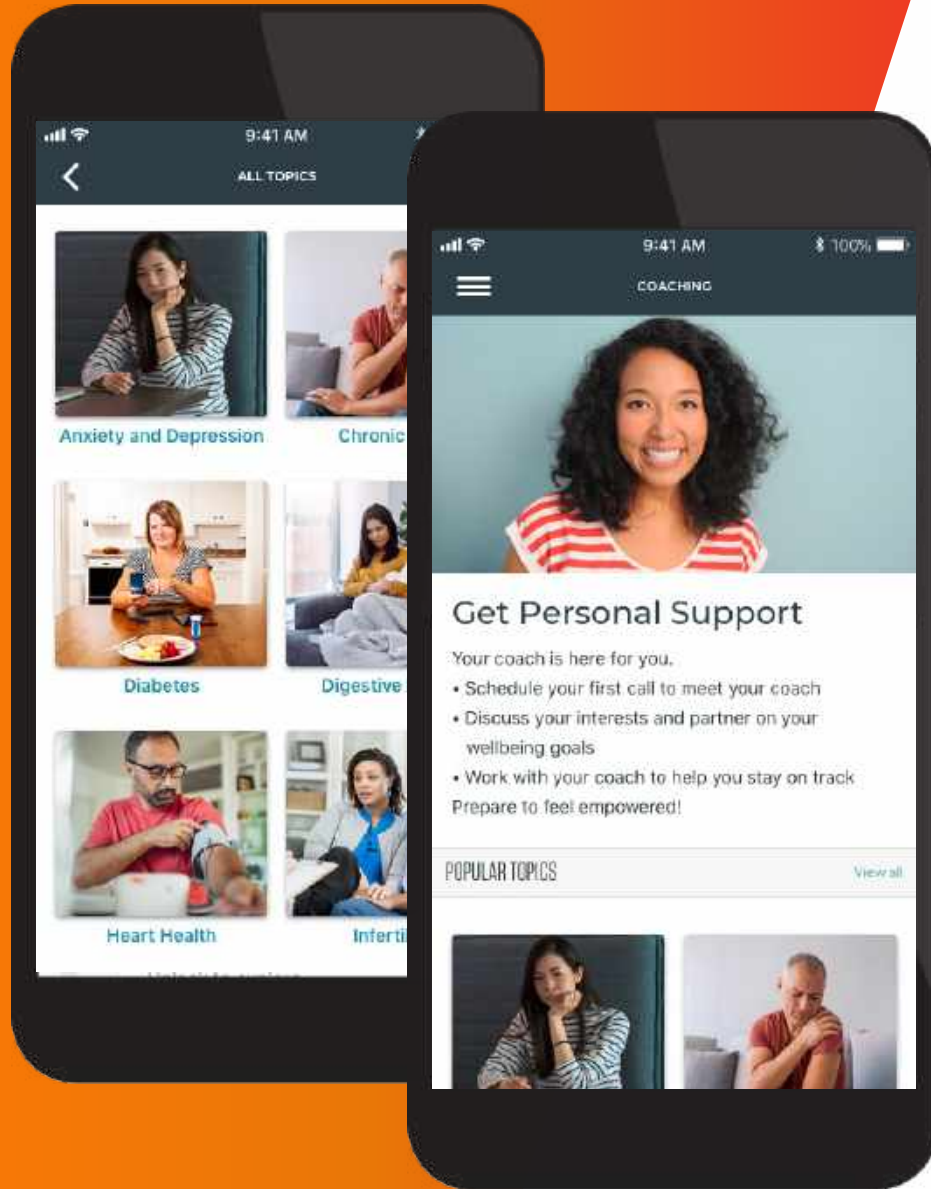
The Result

3x

Nearly 3 times more condition relevant coaching engagement

4x

More than 4-fold increase in total coaching engagement



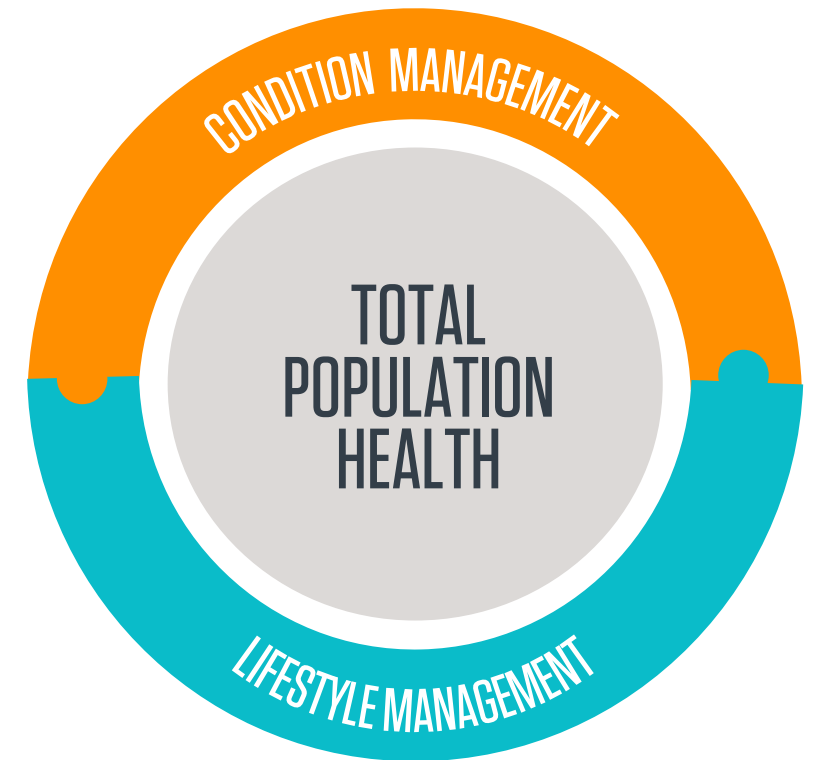
Total Population Health Coaching Topics

+ Addressing an industry-leading 22 conditions

- CHF
- CAD
- Asthma
- COPD
- Diabetes Type 1
- Diabetes Type 2
- Hypertension
- Hyperlipidemia
- Chronic (low) back pain
- Obesity
- Arthritis
- Anxiety
- Depression
- Pregnancy
- GERD
- IBS
- Migraine
- Hypothyroidism
- Insomnia
- Alcohol misuse
- Opioid misuse
- Infertility

Skillful Use of Evidence Based Best Practices, Clinical Interventions and Strategies to Engage Members with Chronic Conditions

- ✓ Focus on high-risk and high-cost individuals with diagnosed conditions
- ✓ Support members in active self-management of their conditions
- ✓ Address total health including lifestyle areas that impact chronic conditions
- ✓ Increase health and condition health literacy
- ✓ Ensure adherence to treatment
- ✓ Provide expert support from clinical staff such as nurses, dietitians and other experts.



Improve Clinical Outcomes and Reduce Costs Associated With Conditions



Virgin Pulse engages and supports consumers with health conditions in a multidimensional and tailored way.

Weight

Live + Digital Coaching

32%

Digital Content Only

20%

Of high-risk members reduced BMI by 5%, or went from high to low risk after working with a coach + digital tools.

Diabetes

Live + Digital Coaching

67%

Digital Content Only

52%

Of high-risk members reduced glucose values by 10% or moved below 126/mL after working with a coach + digital tools.

A man with dark hair, wearing a blue denim shirt, a white face mask, glasses, and blue nitrile gloves, is talking on a headset in an office environment. He is looking towards the camera with a slight smile. The background is a blurred office space with a laptop and a glass of water visible on a desk.

Coaching Impact and Satisfaction



Coaching Satisfaction: What Members are Saying

In a post-call survey measuring strength of agreement out of 5

4.7 I am improving my wellbeing as a result of working with my coach.

4.9 I would recommend the coaching I've just experienced to a friend.

AND members who completed more coaching calls reported higher overall program satisfaction

9 Average number of calls for satisfied or very satisfied members

Coaching Satisfaction Survey Highlights

80%

More confident in abilities

Agreed or strongly agreed they feel more confident in my ability to manage my health and wellbeing

84%

Clear goals and progress

Agreed or strongly agreed that coaching helped them create a clear goal and they've progressed or achieved it

81%

Improved health and wellbeing

Agreed or strongly agreed that their health status and/or sense of wellbeing has improved

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

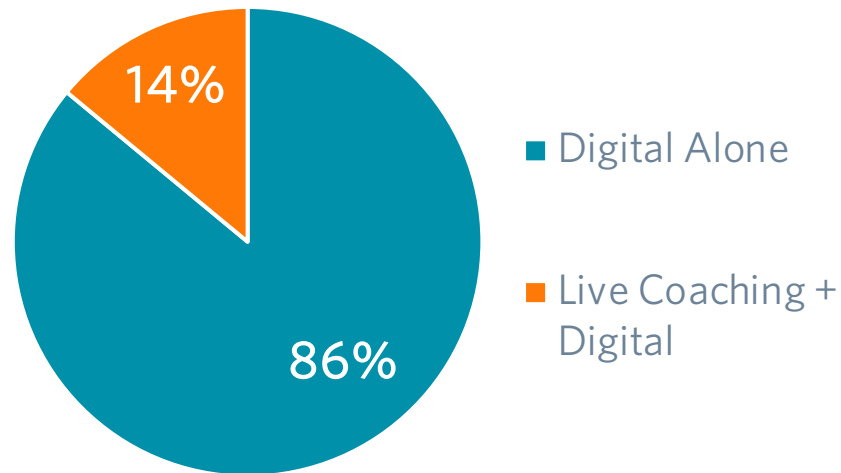
55%

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



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

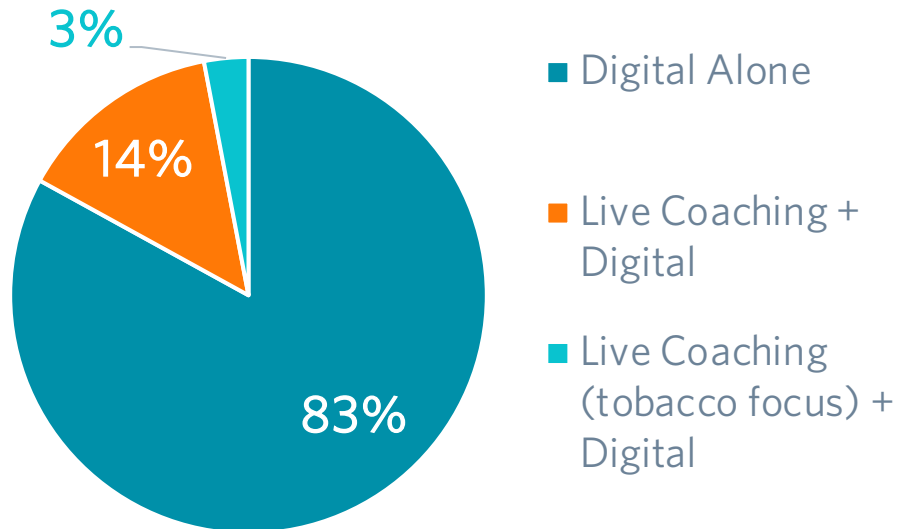
23%

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



Cohort = 22,461 members identified at baseline at risk. 22,337 of those participated in one or more programs between 2017 and 2018 biometric screenings. Clinically significant improvement defined as no longer a tobacco user as self-reported or verified via cotinine test.

Health Assessment Measure | Activity High Risk

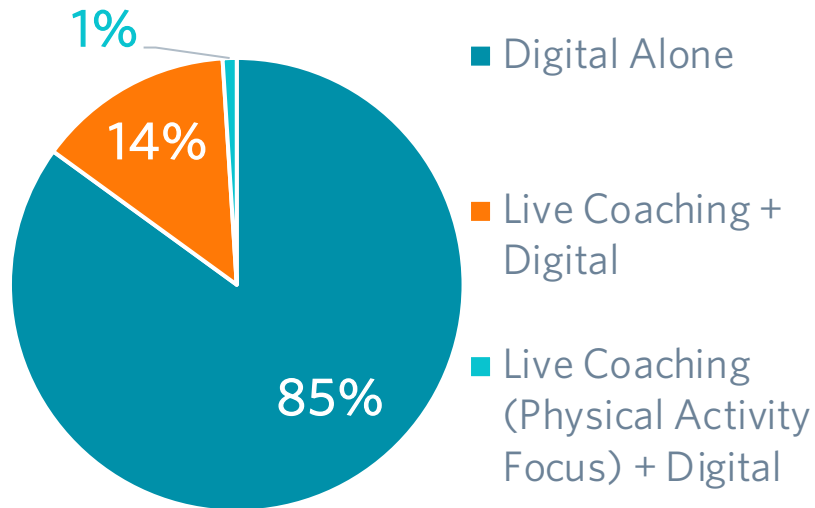
76.9%

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

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

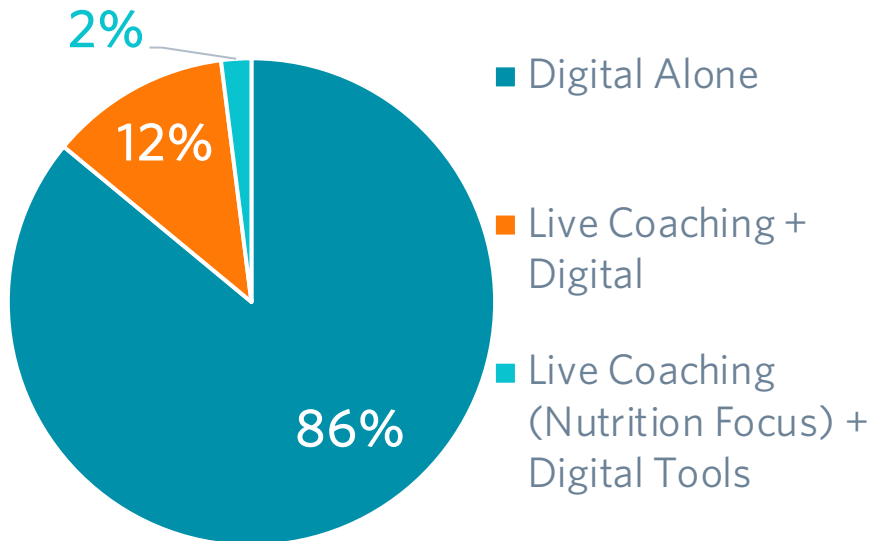
58.8%

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

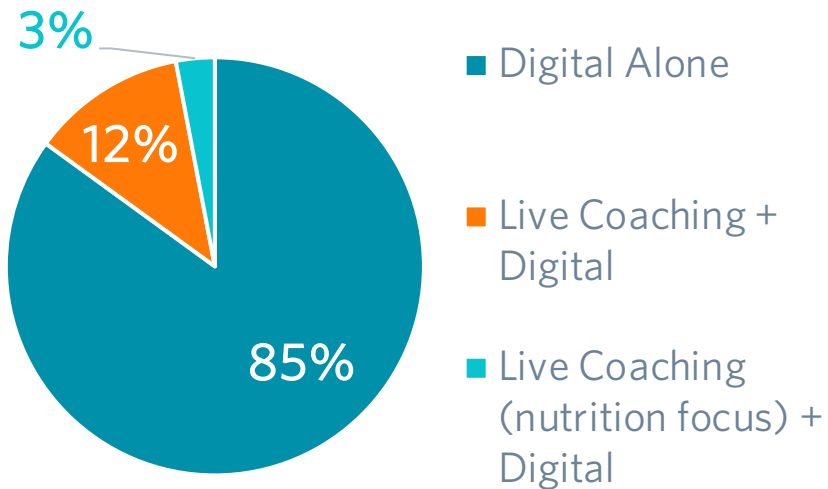
22%

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



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

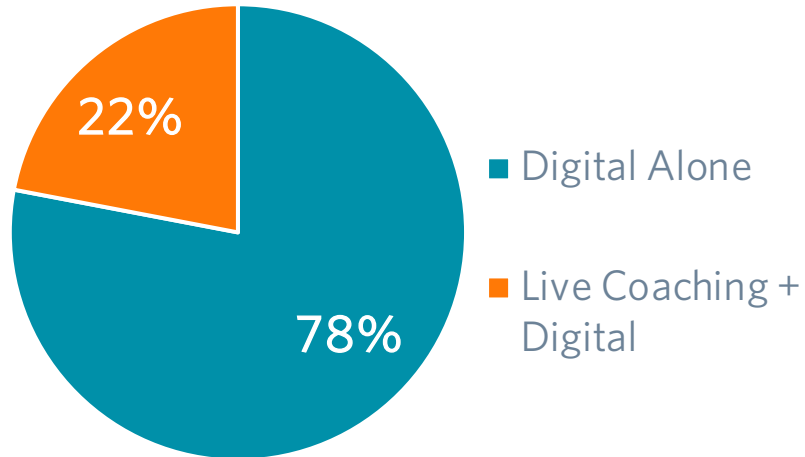
53%

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

High Risk Member Engagement Choice



Biometric Validated Measures | BP High Risk

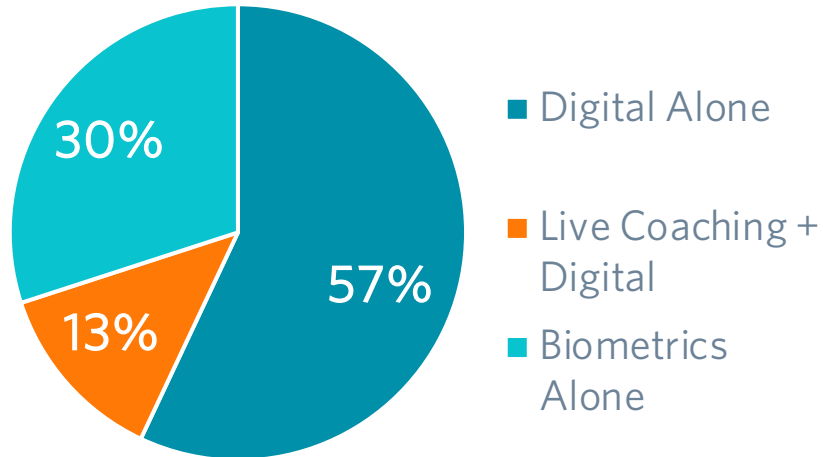
70%

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

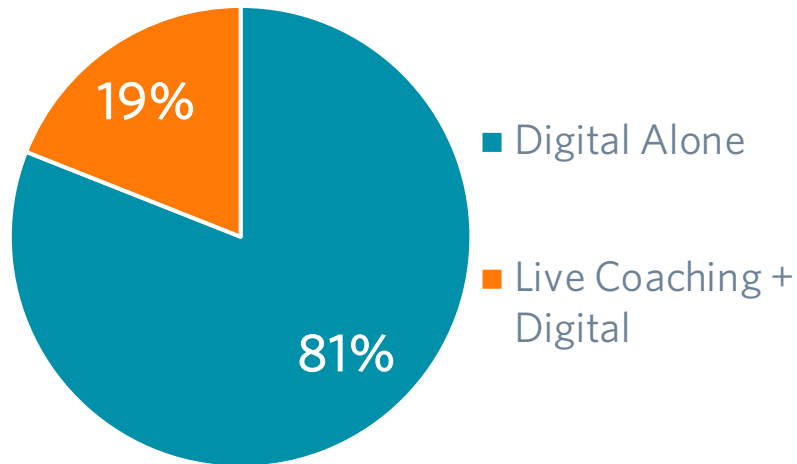
70.5%

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