

SPOTLIGHT

ON VITALITY CLIENTS



Wellness Done Well

CASE STUDIES

*Vitality*TM

WELLNESS DONE WELL

Vitality employers and employees have made exceptional progress in their wellness initiatives. It is our hope that their experiences will inform and inspire everyone who reads about them.

TABLE OF CONTENTS

BARRY-WEHMILLER.....	1 - 2
Manufacturing and technology company embraces healthy food initiative to make healthy living affordable and easy	
EQUITY RESIDENTIAL.....	3 - 4
Engaging remote employees for national residential firm proves to be effective	
HEALTHCARE PARTNERS.....	5 - 6
Ramping up communications leads to a decrease in BMI, cholesterol and smoking at one medical group	
HINES.....	7 - 8
International real estate firm, Hines, is “sold” on employees’ accomplishments	
MCCARTHY BUILDING COMPANIES.....	9 - 10
Construction company saves four million dollars with wellness	
MRI SOFTWARE.....	11 - 12
First-year wellness program at software company hits major engagement milestones	

SPOTLIGHT ON BARRY-WEHMILLER

Manufacturing and technology company embraces healthy food initiative to make healthy living affordable and easy



Barry-Wehmiller Companies, Inc. is a diversified global supplier of manufacturing technology and services across a broad spectrum of industries. The company has nearly 7,000 team members around the world. The Vitality™ program is currently available to their employees in the United States and Canada.

Vitality spoke with Lexie Dendrinelis, Well-being Leader, about their Vitality program and the importance of innovation.

What made Barry-Wehmiller pursue a wellness program?

We are a people-centric, caring culture and in remaining aligned to our values, a wellness program is a natural fit. We pride ourselves in bringing innovation to our associates because that is what we do for our client base. In 2005, our broker advised us that to stay on the cutting edge of caring for our employees, we should be offering a formal wellness initiative.

We selected a vendor in 2006 and saw success; however, by year five, we were hitting a plateau. We began asking, 'Are our people getting healthier? How do we keep this fresh? How do we get real behavior change?'

My focus and passion are helping people lead healthier lives, so we decided to test the market for a new approach.

Why did you choose Vitality?

We identified four goals for our future program: personal approach, global expansion, innovation and expanded offerings. We lined up these goals for a benchmark and bumped that up against

the various providers. Vitality was the one that matched us in innovation, commitment to go multi-national, and to helping people become healthier — the Vitality Personal Pathway approach for each member truly can help the person get healthier. We saw a greater, brighter future for us with Vitality.

Were your employees resistant to the transition?

It was a little rocky because we added complexity and changed the incentive plan. We expected resistance, but to really achieve our future goals, we had to make the change. We are proud to share that many who were resistant are now engaged and enjoying the program. They push themselves harder and are certainly enjoying the rewards.

So engagement is strong?

We have 88.5% Vitality participation. We have 79% Vitality Health Review (health assessment) participation. It's voluntary, but if you take our insurance we require the Vitality Health Review. It does help to drive engagement. 20% of our people achieved Silver Vitality Status or higher and we have had more than 170 Platinum level members in the first 10 months of our program cycle. Those are the numbers defining true engagement.

What did Vitality offer over your previous vendors?

It's such an enhancement. We love the variety of ways that someone can engage in their Personal Pathway. For example, if somebody wants to learn about nutrition, there are numerous, free courses that they can take. Also, our employees don't have to invest a lot of their own time.

88.5%

Vitality engagement



79%

Vitality Health Review™ completion



20%

Silver Vitality Status® or higher



The Vitality HealthyFood benefit is something we couldn't have designed better. It's perfect for two of our goals: making healthy living affordable and making it easy. I am pleased that Vitality is delivering on this type of innovation in our partnership."

Also, we love the subsidies and wellness rebates around physical activity. I had been looking to add that to our program.

Above all, we wanted to make healthier living easy, affordable and part of the cultural norm — so that's why we promote the program as 'Take Time to Take Care.'

What's your favorite part of the program?

The Vitality HealthyFood benefit. This is something we couldn't have designed better. It's perfect for two of our goals: making healthy living affordable and making it easy. I am pleased that Vitality is delivering on this type of innovation in our partnership.

Additionally, we really push physical activity. 23% of our population is engaged in some sort of physical fitness activity, which is higher than the average. We feel good about that one. The other stat I really like is that 79% of our people have engaged in educational activities.

What are your plans to keep the program fresh?

In addition to continuing on our strategic plan, we plan to deepen our development of the Vitality Champs program. These individuals are the key — driving the culture piece and creating healthy environments at our different locations.

We are initiating ways to move the needle from thinking beyond wellness to a more holistic approach of total well-being. This means inspiring our associates to become intrinsically motivated about health. We really want people healthier and they have to discover the 'why' within themselves. That's our real focus going forward: helping people find their 'why' for optimal health.

23%

**physical activity
engagement**



79%

**educational activity
engagement**



Barry-Wehmiller

SPOTLIGHT ON EQUITY RESIDENTIAL

Engaging remote employees for national residential firm proves to be effective



Equity Residential is an S&P 500 company focused on acquisition, development and management of high-quality apartment properties. With 3,800 employees throughout the United States — mostly remote and working at the apartment buildings — the company was in a unique position when it came to implementing a wellness program that could actually work. With the Vitality™ program, Equity Residential has made tremendous strides toward changing their health culture.

Vitality spoke with Catherine Carraway, First Vice President, Human Resources about their Vitality program and how it's motivated employees to focus more on themselves.

What made you pursue a wellness program?

In 2006, in the face of skyrocketing healthcare costs and double-digit increases, Equity Residential made a critical decision to rethink our healthcare strategy. People were telling us that there was no silver bullet to address the issues of rising healthcare costs, so we decided to implement a strategy centered around preventive care and wellness.

What was your health culture before?

We were dealing with a culture of employees who were not taking good care of themselves and not getting in front of issues before they became serious or catastrophic. A large number of claims were coming through indicating people were using emergency rooms instead of seeing primary care physicians. We were seeing cancers that could have been mitigated had employees received preventive screenings.

Why did you choose Vitality?

We wanted a platform that showed our employees at a glance what their overall health was. That was a key component of what made us choose Vitality. We love the Health Results dashboard that shows key health measures — our employees are really adapting to that. The Vitality Age is really 'eye-opening.' We have people react and begin to change their behavior when they learn that they are older than their actual age!

What results are you most proud of?

Our first year with Vitality has been a tremendous year of change. It was challenging to roll out a new program to our employees because they do not sit at desks — they're out and about at our properties serving our residents. In spite of that, we have had a tremendous amount of engagement. Almost 70% of our employees have completed their Vitality Health Review. Almost 40% of our employees completed the Vitality Check this year.

The Vitality Age is really 'eye-opening.' We have people react and begin to change their behavior when they learn that they are older than their actual age!"

70%
Vitality Health
Review™
completion



40%
Vitality Check™
completion



“One thing I can say about Equity’s culture is we are all in. Our regional leadership is already setting an example of well-being each and every day. They are the ones sponsoring on-site activities. They are really great at engaging our people on a grass-roots level.”

Any member stories that stand out?

We had one employee who went in for his preventive exam and found out that he had to go to the hospital immediately for heart surgery. He knew that he had a history of heart problems in his family, but he thought it would never touch him. I’m so glad it was caught before it was catastrophic.

Tell us what’s next.

We are really excited! We are recruiting for Vitality Champs and there has been an overwhelming number of applications. Our Champs will be flown to Chicago to meet our CEO and our diversity council and to participate in a training program. They will go home and be spokespersons for Vitality in their markets. One thing I can say about Equity’s culture is we are all in. Our regional leadership is already setting an example of well-being each and every day. They are the ones sponsoring on-site activities. They are really great at engaging our people at a grass-roots level.

As a Vitality member yourself, what’s your favorite part of the program?

I used to take the bus to work every day and I decided I was going to get off the bus and walk the mile each way to and from work. I am really aware of fitness now and how important it is to my overall well-being. And, I get Vitality Points for all these activities! When I am working out, I am happy. I feel better and I have more energy.



SPOTLIGHT ON HEALTHCARE PARTNERS

Ramping up communications leads to a decrease in BMI, cholesterol and smoking at one medical group



200+

Vitality Champs™



We instituted ‘Vitality Realities’ and broadcast our member success stories throughout the company.”

HealthCare Partners employees are on a wellness roll. Now in their fourth year with the Vitality™ program, management notes major growth in participation. Members are consistently increasing their activity levels every month as evidenced by huge growth in the number who have reached Silver Vitality Status® and above. Many of the group’s risk factors have improved, including a 1.2 percent decrease in BMI. Many employees have quit smoking and cholesterol numbers are down considerably. Those are some of the highlights, but by no means the whole story.

Vitality spoke with Catherine Crow, Vice President, Employee and Clinician Services, about their Vitality program and what it took to reach those milestones.

Tell us a bit about HealthCare Partners.

HealthCare Partners is a medical group with approximately 8,000 employees serving 900,000 patients in California, Nevada, Florida, New Mexico and Arizona. In November 2012, HealthCare Partners merged with DaVita, a leading provider of kidney care in the United States, and now operates as a subsidiary of DaVita HealthCare Partners, Inc.

What made your company pursue a wellness program?

Like many other companies in the past several years, we watched our healthcare premiums increase significantly and we decided that we needed to offer a self-insured employee medical plan. That meant we would be assuming 100% of the risk, and so keeping employees healthy

became more important than ever. In fact, from a business perspective, it was essential. I think one major difference for us was that as a provider organization, we understood the value of well care and prevention perhaps better than a lot of companies. So we were lucky in that our CEO, Robert Margolis, MD, actually mandated that we implement a wellness program. Our Director of Disease Management, Janelle Howe and I were charged with making it happen. We looked at several wellness providers. Vitality’s program stood out.

How so?

Vitality was a great fit with our culture, and we thought it made financial sense too. We believed in the incentive aspect, and the fact that their data-driven approach to changing behavior is based on actuarial science. Best of all, they are getting results — tangible, meaningful health improvements that are driving medical costs down.

How did your rollout go?

Slow at first, but we had incredible support from the Vitality team during implementation. They came out, helped train everyone and worked with me to help get people excited. Still, our early participation rates were not what I had hoped.

What made the difference?

We ramped up communication — a lot. Vitality helped with ideas and we had some of our own. We instituted ‘Vitality Realities’ and broadcast our member success stories throughout the company. We also created an Extraordinary Achievement category highlighting, for example, one member who swam 22

“We ramped up communication — a lot. Vitality helped with ideas and we had some of our own.”

50%
Vitality
engagement



“Many employees have quit smoking and cholesterol numbers are down considerably.”

miles from Catalina Island, others who climbed Mt. Kilimanjaro and hiked in Peru ... that kind of ‘over the top’ physical achievement. We did our own awards for those accomplishments, and people loved it. We circulated pictures and stories of how people used their rewards: a weekend at the Ritz, donating books for kids, creating events to benefit the community. Enthusiasm began to build. We were on our way.

We had a slow start with our Vitality Champs program; now everyone wants to be one — I think we have more than 200 Champs to date!

Was your leadership engaged?

It took a while for the physicians to really jump in. Then our Executive Medical Director took his Vitality Health Review and his Vitality Age came back several years above his actual age. He got on the program and began journaling his Vitality experience and we sent it around to all the physicians. That got their attention.

Looking ahead, what’s your greatest challenge?

I’ve got to say it’s sustaining and elevating performance. Vitality helps us with that all the time. We’re walking, running, even hula hooping — and when we plan Vitality events now, hundreds show up. But we know you can’t get to Platinum status on fitness alone. We’re encouraging everyone to earn Vitality Points though the educational and nutritional enhancements too. Now they are taking classes, enjoying the HealthyFood program and playing Vitality Squares. Bottom line, people are really turning their health around. We are approaching 50% Vitality engagement, and our medical loss ratio is steadily declining.



International real estate firm, Hines, is “sold” on employees’ accomplishments

Hines employees are averaging

8,989
daily steps



Participation in our *Step Out* challenge continues to grow weekly.”

Hines is committed to offering health-related events for its employees, including hosting step challenges and offering free Fitbit® devices. Inspired by the opportunity, Andrew Cooke, an employee for 19 years, embarked on his own challenge to lose weight with his Fitbit.

Vitality™ spoke with Ann Kirby, Assistant Benefits Manager at Hines, about the success of their wellness efforts and how employees like Andrew are the best ambassadors.

What made Hines pursue a wellness program?

Having healthy employees is a priority for Hines. Lifestyle-related diseases continue to increase across the United States. Vitality provides a fun alternative for employees and their families to make healthy choices.

What was your health culture before initiating a wellness program?

Hines has supported health-related events (e.g., local 5K and 10K walks/races, softball leagues, etc.) and offered free health screenings and preventive care for many years, so while the foundation of a wellness program was there, it needed direction. As more employees become involved in Vitality, a culture of wellness will naturally emerge.

What results are you most proud of?

Getting our employees moving! Based on our Vitality Health Review profile,

employees want help increasing their physical activity level. We felt that utilizing the Vitality individual step challenge with the Fitbit devices would offer the most flexibility for every activity level and could be sustained throughout the year.

We offered our first *Step Out* challenge for over two months with various daily step goals to encourage everyone to participate. At the close of the first challenge, we surveyed the participants to find out if/how the Fitbit has helped get them moving. We received great feedback from our employees. Here are a few examples of what they had to say:

I became a Fitbit user in January and have loved it! I love being able to physically see how active or non-active I am each day! I love challenging friends and family with our steps. Keeps us all motivated!!

Walking at lunch has helped to reduce my stress and make me more productive.

Wearing the Fitbit has made me more aware of my daily activity level at work. It is so important to take time each day to get away from your desk and to get moving!

Participation in our *Step Out* challenge continues to grow weekly. The second *Step Out* challenge encourages participants to increase their daily step goal. To keep the momentum going throughout the year, we will offer team and regional step challenges using the Fitbit device.

Andrew's story is such an inspiration for us as well as many of our employees. He is a huge advocate of the wellness program, and we use his success story to help promote the importance of receiving an annual health screening."



Andrew Cooke
lost

40 LBS
in 9 months



What's been your greatest challenge?

Getting employees involved in the program. Everyone is extremely busy both at work and at home. Taking the time to learn about a new voluntary benefit usually gets pushed to the bottom of the priority list. We have seen an increase in program participation this year by getting leadership involved and offering regional challenges. In addition, employees – like Andrew – who became active with Vitality last year are our biggest supporters. They are helping to spread the word about Vitality, which is better than anything we can communicate.

What do you think of Andrew's achievements?

Andrew's story is such an inspiration for us as well as many of our employees. He is a huge advocate of the wellness program, and we use his success story to help promote the importance of receiving an annual health screening. As more employees get involved with the program, we will have the opportunity to hear more success stories throughout the organization.

Hines

SPOTLIGHT ON MCCARTHY BUILDING CO.

Construction company saves four million dollars with wellness



20
wellness
awards



93%
Vitality
engagement



\$4M
in health
cost savings



Twenty is the number of wellness awards McCarthy Building Co. has received for its healthiest employer initiatives. By spring 2013, 93% of McCarthy employees had participated in at least one Vitality™ activity. Four million dollars was the 2012 estimated savings as a result of our wellness program. In just a short period of time and with Vitality's help, McCarthy Building Co., a 150-year-old construction company that is 100% employee-owned with offices nationwide, has become a champion for wellness.

Vitality spoke with Lisa Sanders, Director, Compensation & Benefits, about their Vitality program to find the keys to their success.

How did you choose a wellness program? Why Vitality?

We actually had a wellness program in place before we started with Vitality. Healthcare claims were going through the roof. We started looking at what we could do to help contain the costs. We decided to roll out a wellness program based on the feedback. After year three, we said long-term we really can't manage this in-house so we went out to bid. (We were tracking and doing this all manually.) We started with 10 wellness vendors and narrowed it down to interview four.

During the demo with Vitality, our controller said, 'Yes, we need to do it. We need to spend that money. I think it will work.'

So far, we've been ecstatic with our success. 93% of our people have done at least one activity through Vitality.

Since we introduced wellness in 2010, we've seen a steady decline in our health costs — medical and Rx — per covered employee. And we haven't taken away benefits. In fact, we've added a few benefits. In 2012, we changed our plan year and did not reset the deductibles and still realized a negative medical trend.

One reason we selected Vitality is because we shared a lot of the same philosophical values: acknowledging where someone is at and giving them an individual plan to help them meet their goals and rewarding them for doing so. Some of the wellness programs we looked at just focused on physical activity and while we would love everyone to be active, not everyone can.

In addition, safety is a huge focus. We want our employees to go home safe every night. In the construction industry, there is something trying to prevent that from happening every single day. But it's not just what you are doing on the job, it's how you are eating, your stress levels, how much sleep you get. It's looking at the whole employee.

Is your leadership engaged?

Our President and COO is an ironman athlete and he feels strongly that people need to take personal responsibility for their own health and wellness. We had 82% participation by our VPs and above. That's about 85 people. It starts at the top.

82%
Vitality
participation
by VPs
and above

“With our large claims, the dollar impact has gone down dramatically. And we know for a fact that we have individuals who have been diagnosed with cancer earlier than they would have been otherwise.”

What results are you most proud of?

We have seen an increase in our preventive cancer screenings. We are above our benchmark for all of those numbers. With our large claims, the dollar impact has gone down dramatically. And we know for a fact that we have individuals who have been diagnosed with cancer earlier than they would have been otherwise. From an employee perspective, of course, it's important to catch these things early, and from a health claims perspective, it is substantially cheaper to pay for something that is a stage one or two than it is a three or four.

What's been your greatest challenge?

We've had to work to overcome the concept that we would get information about an employee and use that in a negative way. And I think that's why we are seeing participation increase; people are now seeing that we are not using it in a negative way in any shape or form. They are starting to take advantage of the resources.

What have you liked most about Vitality?

The great thing about Vitality is all the information and all the different ways you can earn Vitality Points. You can talk to 10 different people and all 10 have done different things to earn points through Vitality.

Another thing I really like about Vitality is that it is continuously evolving — it doesn't stay stagnant. And given the pace of technology, that's quite impressive. We've only been with Vitality a short while now and we've already seen several new features introduced that we really appreciate: such as the Mental Well-being Review and nutrition courses. Also, I love Vitality Squares — it's a fun game that brings people back to the website and that's what we want.



SPOTLIGHT ON MRI SOFTWARE

First-year wellness program at software company hits major engagement milestones



90%
Vitality
engagement



One of our senior leaders was one of the *Top Five Vitality Points Earners for 2013!*

In the first year on the Vitality program, MRI Software, a global organization offering business management software solutions to property management industries, hit more than 90% employee engagement! Yes, you read that correctly: 90% of MRI Software employees — including their remote staff — engaged in the Vitality wellness program. So how did MRI Software do it?

Vitality spoke with Stephanie Sinko, Human Resources Generalist, and learned some of their engagement secrets.

What made you pursue a wellness program?

We had our own wellness initiatives, but we were looking to get our employees more involved and were looking for something more substantial. We wanted something software-based since we are a software company and our employees are used to completing tasks electronically. Vitality was one of the companies we looked at that offered an online program that would get employees more engaged in wellness.

How did you initially get people on the program?

We tied it to our health insurance. People had to complete their Vitality Health Review and Vitality Check to receive the maximum employer funding within their health insurance coverage. This got them on to the website and engaged in the program even if they weren't initially interested in wellness.

And since then, what creative approaches have you used to keep people engaged?

Over the course of the year, we've had many activities for employees to participate in, both on- and off-site, where employees could earn Vitality Points. We made it easier with on-site flu shots and screenings. We also built a new on-site gym and created a file feed to Vitality so members' workouts are automatically recorded when they swipe in and out. Additionally, we offered on-site fitness classes, a Biggest Loser weight loss program, and a Community Support Agriculture co-op for employees to participate in.

Is leadership engaged?

Yes, the senior leaders have been involved. One of our senior leaders was one of the *Top Five Vitality Points Earners for 2013!* The CEO has been really good about reminding employees of the Vitality initiatives in quarterly meetings and of all the new health initiatives that we have here at MRI.

How has the program been a success?

Initially, we had employees say things like, 'I don't really care about Vitality, but now that I'm on the site and using it and have a Fitbit, I find I am really challenging myself!' Recently, one employee told me, 'I would still want to have Vitality even if I had to leave MRI.' This tells me that employees are truly engaged and enjoy participating in the program. We have a group of commuters that purposely park

“Recently, one employee told me, ‘I would still want to have Vitality even if I had to leave MRI.’ This tells me that employees are truly engaged and enjoy participating in the program.”

in the furthest spot available to get extra steps. It's been nice to see people care and cheer themselves and their co-workers on.

What about your remote employees — how do you include them?

We set up recordings so that remote employees can still join in on the Wellness Seminars that we hold, and we offer gym membership reimbursements since they aren't able to use our on-site gym. One of our departments is doing a Fitbit challenge and one of the members of the challenge is an employee who works in Manhattan. He walks so much in New York that he has actually been one of the top steppers! He and his colleagues all have access to the online leaderboard and challenge each other that way. It's been a great way for remote employees to engage and interact with each other.

“Over the course of the year, we've had many activities for employees to participate in both on and off site where employees could earn Vitality Points.”



ABOUT THE VITALITY GROUP

The Vitality Group® is a member of Discovery Limited, a leading international financial services organization and the originator of the Vitality™ wellness program – a rewards program for health that empowers positive change. It was developed as a means to engage individuals in the management and improvement of their health through the use of incentives, and is supported by a rich body of clinical, behavioral and actuarial science. Vitality focuses on increasing engagement across a broad set of verified activities. With more than 15 years of experience and an established global record of success, the program today has over seven million members worldwide. A true health innovator, Vitality is constantly evolving with robust enhancements and empowerment technologies.

To view more Vitality Spotlights, visit the Success page at www.TheVitalityGroup.com.

