VITALITY’S RESPONSE TO THE COVID-19 VACCINE ROLLOUT

Vitality’s core purpose is to make people healthier and enhance and protect their lives. We believe encouraging, educating, and incentivizing people to receive the vaccine is not only a means of fulfilling our mission but our duty—one that can have a tremendous positive impact on public health.

When coupled with CDC-recommended precautions (wearing masks, social distancing, avoiding crowds and poorly ventilated indoor areas, and washing your hands), we know that the vaccine can significantly prevent the spread of the virus.

Our mission as an organization is to be a force for social good. So, we are using our program tools and proven behavioral science principles to provide our clients and members with education on the safety, efficacy, and importance of the vaccination. One such example is the series of “Stay Safe Together” activities that provide our members with the most up-to-date information on staying safe and COVID-19 vaccination.

As a data-driven organization, we’re also surveying our members to better respond to their needs and concerns so that we can support and encourage vaccination with empathy. The data will also help us identify information gaps and determine what communication we need to provide to address people’s worries.

Incentives form a crucial part of our proven behavioral approach. They are more effective than penalties, which is why we’ll be awarding Vitality Points to members who get vaccinated. We’ve also introduced interactive features like crossword puzzles, bingo cards, and a virtual badge that members can earn by completing all three goals Stay Safe Together initiatives.

By working together, we can make an even more significant difference, so we’re providing our clients, members, and brokers access to the resources they need to help keep them stay safe. We hope this blueprint outlines everything you need to promote vaccine uptake and awareness of COVID-19 within your organization. We will continue to update our COVID-19 resources page with the latest information and material for you to use, so please visit it at www.vitalitygroup.com/COVID-19 for updates.

In good health,

Elizabeth Dunphy,
Senior Vice President, Operations and Servicing
Vitality Group USA

A FORCE FOR SOCIAL GOOD

Vitality’s core purpose of making people healthier and enhancing and protecting their lives is now more critical than ever. With more than 20 million members in 27 markets, our global Vitality network is uniquely positioned to significantly impact public health by encouraging, educating, and incentivizing people to get the COVID-19 vaccine. To support our clients, members, partners, and broader community, we’re providing resources that encourage and reward COVID-19 vaccination.
1. The Challenge
2. Engagement Strategies to Drive Uptake
3. Best Practices for Messaging Your People
THE CHALLENGE
THE CHALLENGE

COVID-19 has taken a tremendous toll across the globe. (1) Recently authorized vaccines give us some hope, as vaccination is an integral part in bringing the pandemic to an end.

However, many people across the globe are hesitant to get the vaccine with 47% hesitancy in South Africa (2) and up to 40% hesitancy in the United States. (3)

VACCINE HESITANCY

<table>
<thead>
<tr>
<th>COUNTRY</th>
<th>ESTIMATED VACCINE ACCEPTANCE</th>
<th>COUNTRY</th>
<th>ESTIMATED VACCINE ACCEPTANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Australia</td>
<td>64.0% - 77.3%</td>
<td>Netherlands</td>
<td>73.0%</td>
</tr>
<tr>
<td>Brazil</td>
<td>85.4%</td>
<td>New Zealand</td>
<td>74.0%</td>
</tr>
<tr>
<td>Canada</td>
<td>68.7% - 80.0%</td>
<td>Nigeria</td>
<td>65.2%</td>
</tr>
<tr>
<td>China</td>
<td>61.0% - 91.3%</td>
<td>Norway</td>
<td>57.0%</td>
</tr>
<tr>
<td>Denmark</td>
<td>70.0% - 80.0%</td>
<td>Phillipines</td>
<td>32.0% - 46.0%</td>
</tr>
<tr>
<td>Ecuador</td>
<td>71.9% - 97.0%</td>
<td>Poland</td>
<td>28.0% - 58.3%</td>
</tr>
<tr>
<td>Finland</td>
<td>50.0%</td>
<td>Portugal</td>
<td>75.0%</td>
</tr>
<tr>
<td>France</td>
<td>39.0% - 77.1%</td>
<td>Russia</td>
<td>54.9%</td>
</tr>
<tr>
<td>Germany</td>
<td>51.0% - 70.0%</td>
<td>Saudi Arabia</td>
<td>51.0% - 84.7%</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>40% - 83% (among nurses)</td>
<td>Singapore</td>
<td>47.0% - 67.9%</td>
</tr>
<tr>
<td>India</td>
<td>67.0% - 74.6%</td>
<td>South Africa</td>
<td>81.6%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>68.0% - 92.3%</td>
<td>South Korea</td>
<td>79.8%</td>
</tr>
<tr>
<td>Israel</td>
<td>61.1% (among nurses) - 78.1% (general population)</td>
<td>Spain</td>
<td>66.0% - 74.3%</td>
</tr>
<tr>
<td>Italy</td>
<td>70.8% - 85.1%</td>
<td>Sweden</td>
<td>55.0% - 65.2%</td>
</tr>
<tr>
<td>Jordan</td>
<td>28.4%</td>
<td>Taiwan</td>
<td>41.0%</td>
</tr>
<tr>
<td>Kuwait</td>
<td>23.6%</td>
<td>Thailand</td>
<td>83.0%</td>
</tr>
<tr>
<td>Malta</td>
<td>61.8%</td>
<td>Turkey</td>
<td>69.0%</td>
</tr>
<tr>
<td>Malaysia</td>
<td>60.0% - 94.3%</td>
<td>United Kingdom</td>
<td>84.0% - 90.1%</td>
</tr>
<tr>
<td>Mexico</td>
<td>76.3%</td>
<td>United States</td>
<td>47.0% - 75.4%</td>
</tr>
</tbody>
</table>

1. https://coronavirus.jhu.edu/map.html
Because of this hesitancy, there is a need to bridge the gap between people’s concerns and vaccine adoption.

Behavioral science principles provide the basis for developing effective strategies to bridge this gap.
COVID-19 PREVENTION | THE VACCINE: one more layer of protection
ENGAGEMENT STRATEGIES
Shape behavior and drive vaccine uptake
Shape behavior and encourage vaccine uptake

- **Shape Behavioral**
  - Utilize high-profile influencers within the company
  - Present timely nudges
  - Provide information from trusted sources
  - Frame and tailor messages
  - Combat availability bias and over-optimism
  - Set defaults
  - Establish incentives

- **Harness Social Influences**
  - Socialize personal stories

- **Create an Enablers Environment**
  - Onsite access at a convenient location
  - Easy pre-scheduled appointments
  - Zero cost
ENGAGEMENT STRATEGIES

Rewards and incentives

Offer incentives to take the vaccine.

<table>
<thead>
<tr>
<th>Use the proverbial carrot, not the stick</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intrinsic and extrinsic rewards are effective in encouraging behavior change.</td>
</tr>
<tr>
<td>Rewards that build comradery and pride are also powerful in encouraging change.</td>
</tr>
</tbody>
</table>

TACTICS

When the vaccine is available to your population consider:

- Offer additional Vitality Points or provide recognition through another established reward mechanism.
- Offer incentives like a virtual badge, that can be shared on social media or a sticker than can be visibly shown.
- Offer a keepsake item, like a certificate, that members can print and display.

VACCINE UPTAKE ENGAGEMENT CHECKLIST

Drive the uptake of the COVID-19 vaccine when you use these techniques:

- Use the power of social influence.
- Share credible resources that enable your people to learn the facts about the vaccine and how to easily access it.
- Provide incentives.

TOP 10 TIPS

1. USE THE PROVERBIAL CARROT, NOT A STICK. Provide incentives for people to receive the vaccine. For example, offer Vitality Points to individuals or a social event as a prize once the collective team reaches 80% vaccinated, instead of mandating the vaccination.
2. FOCUS ON THE BEHAVIOR, NOT PEOPLE’S BELIEFS. Don’t try to sway people to change their belief systems (health beliefs, values, political beliefs). Instead focus solely on the behavior of getting the vaccine. Be supportive and non-judgmental.
3. REINFORCE CREDIBLE INFORMATION AND RESOURCES. Link to few credible resources such as the WHO, CDC, TGA, and a local resource.
4. PREPARE TO BE WARY IN MANAGING EMERGING INFORMATION (MISINFORMATION AND SCIENTIFIC FINDINGS). The pandemic is ongoing. Misinformation, facts, and myths are being studied. Be ready to manage new information as it arises and amend existing information accordingly.
5. STATE THE FACTS BUT DON’T CALL OUT THE MYTHS. Over myth busting may reinforce myths. Instead provide facts, with transparency, that enable people to make their own decisions.
6. OPENLY COMMUNICATE UNCERTAINTY AND RISKS. Be up-front and acknowledge that as new data arises, recommendations may change. Address the outcomes of the clinical studies and the side effects of the vaccine in full.
7. FRAME THE “WHY” OF GETTING THE VACCINE AS SOCIAL AND FAMILY REASONS. Message around social benefits like protecting yourself and your family, the ability to travel, attend social events and return to the workplace.
8. PERSONALIZE TO YOUR PEOPLE’S INTENTIONS, HESITANCY AND NEEDS. Whenever possible, tailor and personalize to your people’s intentions, hesitancy and needs.
9. SEGMENT YOUR AUDIENCE. Identify segments of people who are more hesitant to receive the vaccine. Consider age bands, gender, ethnic background, geo-region, and those who typically get the flu vaccine.
10. OFFER “PERSONAL STORIES” TO HARMONIZE SOCIAL INFLUENCE. Social influence is powerful. People are most likely to listen to nurses, doctors and scientists as well as peers who are experts. They may listen to other leaders who resonate with them, such as a union steward, medical executive or other official.
## Engagement Strategies

### Rewards and incentives

**Offer this**

- Reward with a low monetary amount that is sensitive to your population and in line with EEOC regulations.
- Mementos that celebrate like a sticker or lapel pin and align with your (or Vitality’s) overall theme.
- Virtual shareable rewards that are classic and sincere, like an award ribbon or badge, and can easily be shared on social media.
- Time off if feeling ill due to side effects of the vaccine.

**Not that**

- A dollar amount that exceeds a reasonable amount and will come off as coercive.
- A trinket that isn’t clearly reminiscent of getting vaccinated.
- Something that could be turned into a funny meme.
- Time off for being sick but not time off for preventive leave.
ENGAGEMENT STRATEGIES

Shape Behavior throughout the vaccination process

Use pre-commitment scheduling and pledge to commit
Tailor and gamify education and reminders
Use surveys to establish intention
Offer incentive for getting both doses
 Provide virtual and/or tangible rewards

ESTABLISH INTENTION

NOT HESITANT

keep engaged

HESITANT

motivate

ENCOURAGE COMMITMENT

NUDGE TO COMPLETION

I GOT MY COVID-19 VACCINE!
Harness social influences

Offer “personal stories” to harness social influence.

Social influence is powerful.

People are most likely to listen to nurses, doctors and scientists as well as peers who are experts.

Peers also have influence.

They may listen to other leaders who resonate with them – such as a union steward, medical executive or other official.

TACTICS

- Craft and distribute a genuine written statement from your CEO, medical executive or other official.
- Create video diaries and social stories
- Find the right talent
- Consider a representation of your segments
- Capture characteristics of the influencers’ vaccination story
BEST PRACTICES FOR MESSAGING YOUR PEOPLE

Engage people in a motivating and meaningful way
BEST PRACTICES FOR MESSAGING YOUR PEOPLE

Segment your audience and personalize

- Identify segments who are more hesitant to take the vaccine.
- Consider age bands, gender, ethnic background, geo region, those who typically get the flu vaccine.
- Find people who represent these segments when creating video diaries and social stories. Frame messages differently to identified segments.

- Whenever possible, tailor and personalize to your people’s intentions, hesitancies and needs.
- Tailor content based on findings.
Framing and tone matter

Frame the “why” of getting the vaccine as social and family reasons

Message around social benefits like protecting yourself and your family, the ability to travel, attend social events and go back to work.

Focus on the behavior, not people’s beliefs

Don’t try to sway members to change their belief system (health beliefs, values, political beliefs). Instead focus solely on the behavior of getting the vaccine. Be supportive and non-judgmental.
**BEST PRACTICES FOR MESSAGING YOUR PEOPLE**

<table>
<thead>
<tr>
<th>LEAN TOWARD</th>
<th>STEER AWAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>The vaccine protects your family from becoming ill</td>
<td>Do it for the good of everyone</td>
</tr>
<tr>
<td>Getting the vaccine will give you the freedom to travel and socialize</td>
<td>You should get it for your own good</td>
</tr>
<tr>
<td>The vaccine protects you from becoming ill</td>
<td>It’s the right thing to do</td>
</tr>
<tr>
<td>Getting the vaccine is a key step in the return to normal</td>
<td>The vaccine is the solution</td>
</tr>
<tr>
<td>The vaccine development process was reviewed and approved for safety at</td>
<td>Myth 1: The vaccine changes your DNA</td>
</tr>
<tr>
<td>every phase</td>
<td>Myth 2: Drug companies sped up the process</td>
</tr>
</tbody>
</table>
Use trusted resources

Reinforce credible information and resources

Link to select, credible resources such as: The WHO, CDC, FDA, and a local resource – for example, your local health department.

Prepare to be nimble in managing misinformation and promoting scientific findings

The pandemic is ongoing, and more vaccine trials are underway. Current vaccination regimens are being studied. Be ready to manage new information as it arises and amend existing information should anything change.