



DRIVING COVID-19 VACCINE UPTAKE

A BLUEPRINT FOR SUCCESS

Vitality[®]

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.

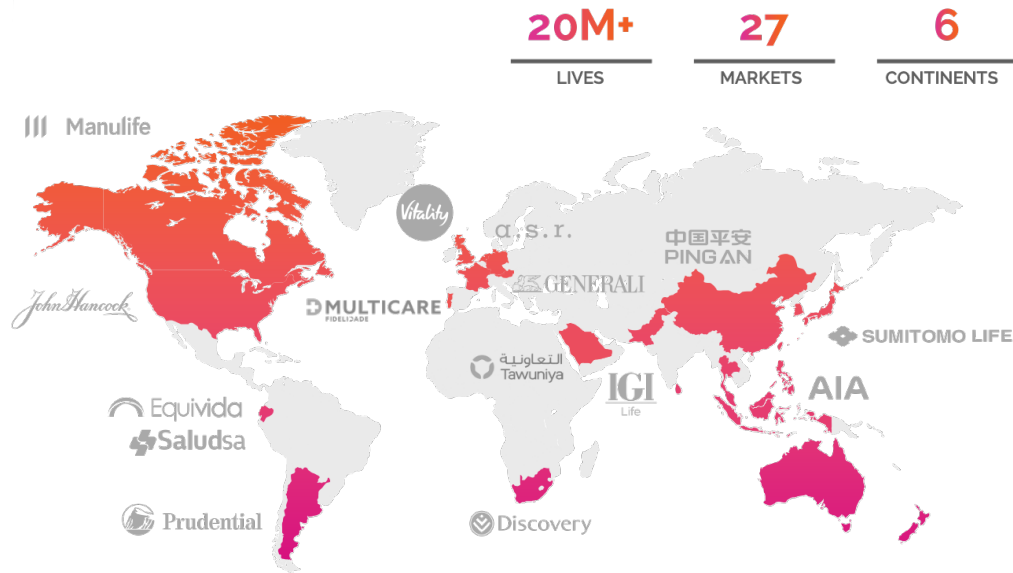
By working together, we can make an even more significant difference, so we're providing our clients, members, and brokers access to the resources they need to help keep them stay safe. We hope this blueprint outlines everything you need to promote vaccine uptake and awareness of COVID-19 within your 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 M. Dunphy

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.

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1. The Challenge
 2. Engagement Strategies to Drive Uptake
 3. Best Practices for Messaging Your People

THE CHALLENGE

THE CHALLENGE

COVID19 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

COUNTRY (VITALITY MARKETS)	ESTIMATED VACCINE ACCEPTANCE	COUNTRY	ESTIMATED VACCINE ACCEPTANCE – CONT'D
Australia	64.0% - 77.3%	Netherlands	73.0%
Brazil	85.4%	New Zealand	74.0%
Canada	68.7% - 80.0%	Nigeria	65.2%
China	61.0% - 91.3%	Norway	57.0%
Denmark	70.0% - 80.0%	Philippines	32.0% - 46.0%
Ecuador	71.9% - 97.0%	Poland	28.0% - 56.3%
Finland	50.0%	Portugal	75.0%
France	39.0% - 77.1%	Russia	54.9%
Germany	51.0% - 70.0%	Saudi Arabia	51.0% - 64.7%
Hong Kong	40% - 63% (among nurses)	Singapore	47.0% - 67.9%
India	67.0% - 74.6%	South Africa	81.6%
Indonesia	56.0% - 93.3%	South Korea	79.8%
Israel	61.1% (among nurses) - 78.1% (general population)	Spain	66.0% - 74.3%
Italy	70.8% - 86.1%	Sweden	55.0% - 65.2%
Jordan	28.4%	Taiwan	41.0%
Kuwait	23.6%	Thailand	83.0%
Malta	61.8%	Turkey	69.0%
Malaysia	60.0% - 94.3%	United Kingdom	64.0% - 90.1%
Mexico	76.3%	United States	47.0% - 75.4%

1. <https://coronavirus.jhu.edu/map.html>

2. <https://www.ipsos.com/en/global-attitudes-covid-19-vaccine-december-2020>

3. <https://www.pewresearch.org/science/2020/12/03/intent-to-get-a-covid-19-vaccine-rises-to-60-as-confidence-in-research-and-development-process-increases/>

THE CHALLENGE

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.



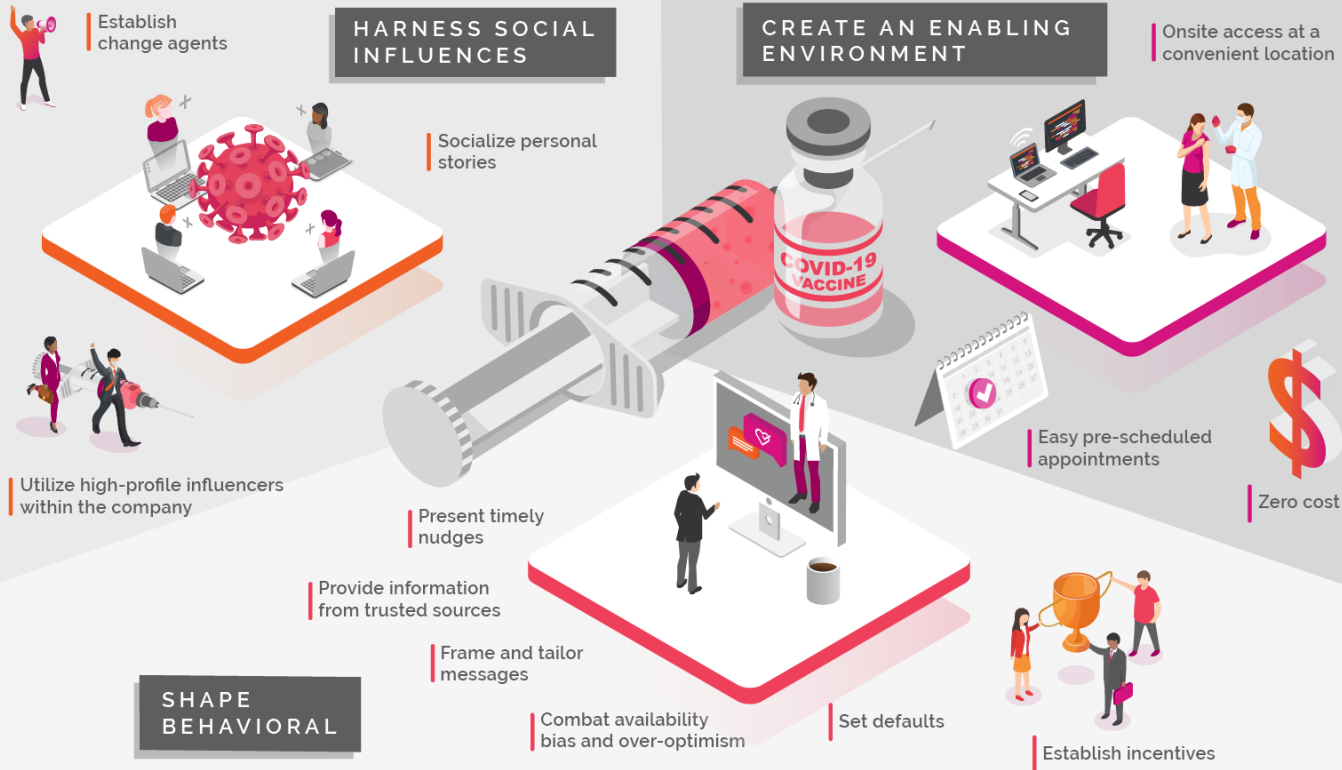


COVID-19 PREVENTION | *THE VACCINE:* one more layer of protection

CONFIDENTIAL

ENGAGEMENT STRATEGIES

Shape behavior and drive vaccine uptake



ENGAGEMENT STRATEGIES | Shape behavior and encourage vaccine uptake

Rewards and incentives

Offer incentives to take the vaccine.

- Use the proverbial carrot, not the stick
- Intrinsic and extrinsic rewards are effective in encouraging behavior change.
- Rewards that build comradery and pride are also powerful in encouraging change.

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 that 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

- 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 100% vaccinated, instead of mandating the vaccination.
- 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.
- REINFORCE CREDIBLE INFORMATION AND RESOURCES.**
Link to few credible resources such as: the WHO, CDC, FDA, and a local resource, for example, in the United States link to your local health department.
- PREPARE TO BE NIMBLE IN MANAGING EMERGING INFORMATION (MISINFORMATION AND SCIENTIFIC FINDINGS).**
The pandemic is ongoing. 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.
- STATE THE FACTS BUT DON'T CALL OUT THE MYTHS.**
Overt myth busting may reinforce myths. Instead provide facts, with transparency, that enable people to make their own decisions.
- 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.
- 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.
- PERSONALIZE TO YOUR PEOPLE'S INTENTIONS, HESITANCY AND NEEDS.**
Whenever possible, tailor and personalize to your people's intentions, hesitancy and needs.
- 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.
- 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. They may listen to other leaders who resonate with them, such as a union steward, medical executive or other official.

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

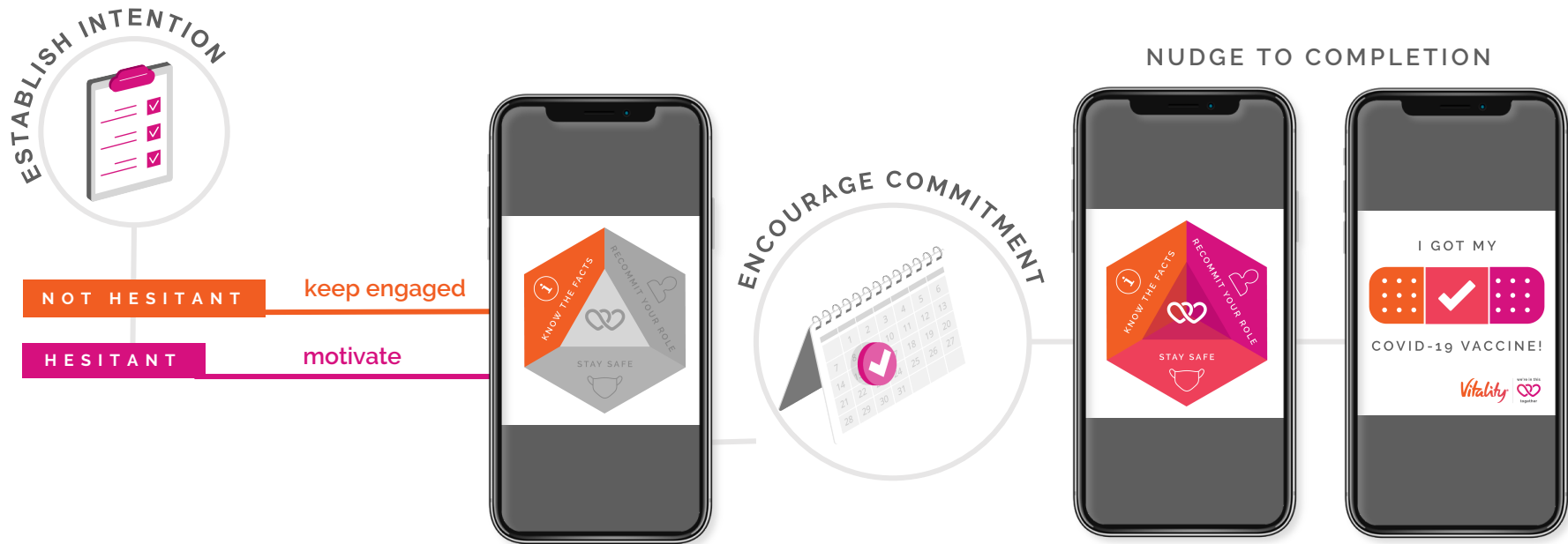
A dollar amount that exceeds a reasonable amount and will come off as coercive

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

Shape Behavior throughout the vaccination process



Use surveys to
establish intention

Tailor and gamify
education and reminders

Use pre-commitment
scheduling and pledge
to commit

Offer incentive for
getting both
doses

Provide virtual and/or
tangible rewards

Harness social influences

Offer “personal stories” to harness social influence.

Social influence is powerful.

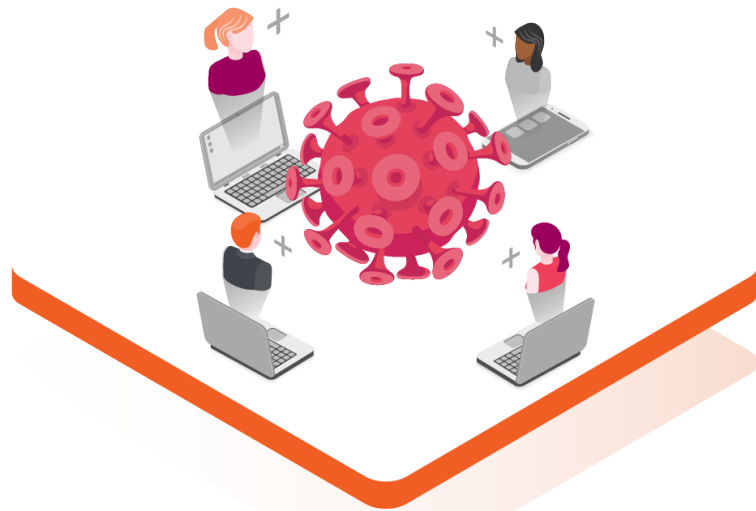
Peers also have influence.

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.

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

Segment your audience and personalize


SEGMENT

- 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.

PERSONALIZE

- Whenever possible, tailor and personalize to your people's intentions, hesitations and needs.
- Tailor content based on findings.

The COVID-19 vaccine is here.
2 hours ago



Share your plans to get the vaccine in today's survey.

The FDA has authorized the use of the COVID-19 vaccine.
Yesterday

Which of these answers best describes you?

- ☐ I already received the vaccine (one or two doses).
- ☐ I plan to get vaccinated.
- ☐ I haven't decided if I will get vaccinated.
- ☐ I don't plan to get vaccinated because my doctor advised against it.
- ☐ I don't plan to get vaccinated due to other reasons.

SUBMIT

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.

The vaccination protects against illness.

a minute ago



We understand that you don't plan to get vaccinated.

But, did you know that getting vaccinated is the best way to protect you and your family from getting COVID-19?

If you're interested in staying up-to-date, follow our [blog series](#).

Speak with your doctor about any concerns that you may have.

LEAN TOWARD

The vaccine protects your family from becoming ill

Getting the vaccine will give you the freedom to travel and socialize

The vaccine protects you from becoming ill

Getting the vaccine is a key step in the return to normal

The vaccine development process was reviewed and approved for safety at every phase

STEER AWAY

Do it for the good of everyone

You should get it for your own good

It's the right thing to do

The vaccine is the solution

Myth 1: The vaccine changes your DNA

Myth 2: Drug companies sped up the process

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.

