



## Vitality® CASE STUDY

### EMPOWERING CHAMPS, INTEGRATING BENEFITS AND LEVERAGING INCENTIVES TO CREATE INCLUSIVE ENGAGEMENT

Carhartt is an American apparel company based in Dearborn, Michigan producing high-quality workwear and outdoor gear for hardworking consumers everywhere. A partner of Vitality's since 2013, Carhartt has a particularly diverse population, from supply chain associates in Kentucky and Tennessee, to retail associates across 35 different stores, to their corporate headquarters in Michigan. Carhartt's Vitality program has worked hard to meet the needs of its entire U.S. workforce.

One way the workwear company is able to do so is by giving their Champs the autonomy to create programming they feel resonates with their colleagues, rather than only helping to promote company-wide initiatives.

“We have such strong Champs in certain areas. They are not afraid to ask if they can do X, Y, or Z through the Vitality program, and they look for different ways to really engage the folks at their locations.”

*-Danyetta Gray, Senior Benefits Manager at Carhartt,*

For example, one particularly successful event is an Easter egg challenge. Gray explains, “Associates will have Easter eggs hidden outside around the facility and an exercise in each of the eggs. So when an associate finds an egg, they might do five squats, then they'll go on to find more eggs and do that exercise. They get Vitality points for participating, and it's a really fun event that works with the culture of that particular location.”

To ensure other Champs can learn from their peers, the Champs get together monthly to share ideas and learnings. Theresa O'Rourke, Benefits Specialist at Carhartt, shares, “At our monthly Champ meeting, we have Champs talk about what they're doing at their location that is working well. This helps to inspire someone at another location to want to do that or adopt it for their coworkers.” Gray adds, “Hearing about different events taking place at different locations – our hope is that it will inspire interest in other facilities to create something of their own, something that will work for their culture and their associates.” Gray shares the value of the Vitality Champs: “The Champs use their creativity to come up with things that will resonate with associates where they work. The Champs look for different opportunities to run their challenges and find unique ways for associates to earn Vitality Points by engaging with the program.”

Carhartt's Vitality Champs are valuable on-the-ground resources with their fingers on the pulse of what's working well and where there's room for improvement. The Carhartt Wellness Team learned through regular meetings with the Vitality Champs across the organization that many people were reaching the upper limit of their potential engagement and were lacking an incentive to keep them engaged in the program. As a result, the Wellness Team increased the difficulty of their Employer Incentive requirement to help drive further engagement at a higher level. In addition, they added the Active Rewards program in 2022 to help keep their workforce engaged and continually challenged to reach new goals each week.

The Champs are also focused on building inclusive engagement. With many non-technical employees across the organization, a program focused purely on engaging with the program via the smartphone app would exclude many of the workforce. The Champs have helped advocate for rewarding participation in other ways for the non-technical employees, such as by completing printed wellness handouts. The Carhartt Wellness Team continues to make necessary adjustments to ensure that the program is personalized and tailored to maximize organizational engagement.



Another key area of focus for the Carhartt Wellness Team is to ensure their associates are up to date on preventive care they may have forgone during the height of the pandemic. They recently launched a new partnership with Catapult Health, allowing associates to conduct their health screenings from home. Gray explains, "Our associates will be able to do their full screening from the comfort of their homes, and they'll be able to use those screening results to meet the

Vitality Check requirements. We're hoping that will get even more folks engaged in the Vitality program because we're removing the barrier of having to visit a physician to physically get your Vitality Check."



Carhartt is also taking advantage of the flexibility of the Vitality program through partner ecosystem integrations by looking for opportunities for individuals to earn Vitality Points for doing things important to the company, such as taking a DEI-related course on LinkedIn Learning or watching safety videos. They have also recently partnered with Lyra, a company that helps match people with the mental health services they need.

Looking forward, Carhartt hopes to increase engagement with the program among senior leadership by helping to make the connection between well-being and workplace productivity. Gray elaborates,

**“We want to help connect a person’s well-being and their performance at work, and why it’s important that they engage in programs like Vitality. The end result is that folks are going to be in better health, and thus, they’re not going to need to take leaves of absence from work.”**

Another goal is to increase the diversity of their Champs to better reflect the workforce. "We want to identify where there are areas that aren't represented by a Champ and work to find folks who would be interested in supporting the program."

