



Vitality CASE STUDY

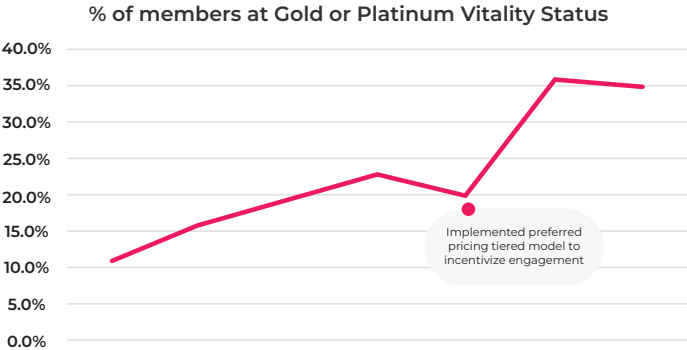
A Focus on Strategic Decision-Making to Unlock Deeper Member Engagement

Alfa Laval is a leading global supplier of products and solutions for heat transfer, separation and fluid handling. Headquartered in Lund, Sweden, with more than 17,000 employees across more than 100 countries and 17 locations across the United States, Alfa Laval features a diverse population of deskless and desk-based employees. Having launched their partnership with Vitality in 2015, Alfa Laval offers their employees holistic and inclusive opportunities to engage in their health.

Historically, employees at Alfa Laval only needed to complete the Health Assessment and the biometric screening to earn discounted health insurance premiums. Requiring the completion of only two assessments resulted in a drop-off in engagement after those requirements were met. With the onset of the COVID-19 pandemic, Alfa Laval quickly realized that access to primary care would be impacted, leaving many of their employees unable to complete their biometric screening and thus ineligible to receive discounted premiums. While Alfa Laval had previously been hesitant to make changes to the biometric screening requirement, not wanting to deprioritize the importance of regular doctor visits and knowing your numbers, they worked closely with their Vitality Wellness Strategy Manager (WSM) to develop a strategy that instead would incentivize more robust engagement

with the Vitality program. They pivoted to a new strategy that required completion of the Health Assessment and either the biometric screening or attainment of Silver Status through alternative methods of engagement.

After witnessing strong engagement after making this change, Alfa Laval decided to permanently enact a preferred pricing tiered model to further drive engagement, in which employees received half of their previous discount for reaching Silver Status but their full discount for reaching Gold or Platinum Status. This multi-year strategic approach to their incentive design paid off. Thirty-five percent of Alfa Laval members achieved Gold or Platinum Status in their most recent program year, up from an average of 22.7% prior to implementing the change in strategy.



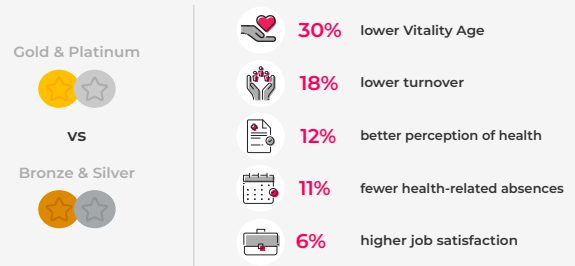
Karen Sumner, Manager of Benefits for Alfa Laval, reflected on the success of this change. “While it was tough initially to make the change, we really felt that we were doing the right thing for our employees. We felt that this was giving people the freedom to choose how they participated in the Vitality program, and what we saw was a large increase in the number of people reaching Gold or Platinum Status because they didn’t want to lose their full preferred pricing discount. For a family, you can receive nearly \$2,400 in savings annually, so people who had previously been earning their discount definitely got more engaged to maintain that discount.”



Another creative strategy Alfa Laval utilized regarding their insurance premium discounts came about when they recently completed an acquisition. The new group that was brought into the Alfa Laval organization was grandfathered into the Gold Status-level premium reductions at the start of their program year in January and was challenged with maintaining that Status moving forward to avoid losing out on their savings. Even though most of this group works remotely and is spread out across the country, they are highly engaged, setting up a chat channel to motivate each other and share their experiences with Vitality. In six short months, this group is already at 60% Silver Status or higher and is well on their way to earning premium discounts for the following year.

The emphasis on reaching higher Status goes beyond the financial incentive, however. Higher levels of engagement in Vitality are correlated with improvements in various quality-of-life, job performance and self-perception metrics. Alfa Laval employees who reached Gold or Platinum Status report better perceptions of health, lower Vitality Age differentials, higher life and job satisfaction, and have higher job performance, fewer health-related absences and lower job turnover rates.

Why Status Matters: Metrics by Vitality Status



To ensure all new employees can engage with Vitality as early as possible to work toward their premium reductions, Alfa Laval asked Karen Sumner to specifically highlight Vitality at their quarterly new hire orientations. She shared, “Not a meeting goes by where I don’t say, ‘I’m a heavy Vitality user and I’m going home with \$600-\$700 each year in gift cards through the Mall.’ That’s real money to people, especially with our large blue-collar workforce. There’s no reason everybody else can’t be engaging with Vitality and benefiting the way I am.”





Alfa Laval's relationship with their Vitality WSM has been instrumental in helping them to maximize the value of their partnership with Vitality. Karen noted,

“When our WSM joined, it was like a breath of fresh air. She has really helped us develop a strong plan each year, developing a robust calendar for our communications strategy, our challenges, all of it. She’s always bringing new ideas and sharing with us potential opportunities that I had no idea about. And we meet biweekly to review our engagement stats to review how we’re doing compared to last month, compared to this time last year, so we can always see how we’re doing which is super helpful.”

One additional way Alfa Laval has been able to promote engagement in the Vitality program is through a change to their approach to challenges, moving away from challenges focused strictly on physical activity to challenges that enabled more inclusive engagement. Karen noted, “We decided to get people engaged in a different, non-physical way, which resulted in an increase in the number of participants in each subsequent challenge.”

Another new initiative this year was the implementation of the Active Rewards program, an incentive-based physical activity feature that uses gamification to encourage members to strive to achieve weekly physical activity targets for the chance to win gift cards. After reviewing engagement levels in a coaching platform Alfa Laval had been partnering with and deciding the funds might be better spent elsewhere, Alfa Laval worked closely with their Vitality WSM to evaluate how best to redirect those funds to impact more people. Karen reflected on the change, “Honestly, Active Rewards isn’t nearly as expensive as the previous coaching platform was, and we already have more than 500 people engaging with Active Rewards after only six months. The feedback I’m getting is that people are motivated by the weekly goals and are definitely being pushed to reach their weekly goals. And those goals can be challenging – I can sympathize with them! I work hard for my spins on the wheel too!”

After a year of big changes to their Vitality program strategy, Alfa Laval hopes to continue to see increased engagement across the platform. Karen shared that her personal goal is to continue refining the communication strategy to better engage those employees who have struggled to move beyond Bronze Status to help them reach the threshold for the insurance premium discount. “Success to me is seeing those numbers in Bronze shrink and the other Statuses grow.” She also shared how rewarding it is to know that the Vitality program is truly helping Alfa Laval’s employees. “I’ve had people come to me to share that they got their Vitality Check and were able to identify the early stages of a chronic disease and work with their doctor to course correct. And that’s just huge. People have said, ‘I would have died if I didn’t have my Vitality Check.’ So that says a lot about the power of engaging in your health. Overall, I’m super proud of our whole program and how it’s evolved over time.”

