



**National
Business
Group on
Health®**

PROGRAM

Best Employers
FOR HEALTHY LIFESTYLES®

13th **ANNUAL** **AWARDS**

SEPTEMBER 26, 2017
HYATT REGENCY
AUSTIN, TX





Novo Nordisk congratulates the National Business Group on Health award recipients

Managing obesity may lead to a more productive workforce¹

At Novo Nordisk, we're committed to obesity research and therapy development. It may not be apparent at first glance, but obesity can be a contributing factor to high health care costs among employers. Obesity may be associated with an increase in medical costs from related diseases, employees' sick days, disability claims, and health care costs.²

In fact, overall **health care costs are 75% higher³** for employees with severe obesity (BMI ≥ 35 kg/m²) versus employees of normal weight. **Additionally, 77% more days of work are missed²** by an employee with a BMI of 40 kg/m² compared with an employee with a BMI of 25 kg/m². Let's talk about chronic weight management and how we can work together to optimize it.

Visit NovoNordiskWORKS.com to learn more about how we can inform and support your efforts in obesity management

References: **1.** Bilger M, Finkelstein EA, Kruger E, Tate DF, Linnan LA. The effect of weight loss on health, productivity, and medical expenditures among overweight employees. *Med Care.* 2013;51(6):471-7. **2.** Van Nuys K, Globe D, Ng-Mak D, Cheung H, Sullivan J, Goldman D. The association between employee obesity and employer costs: evidence from a panel of U.S. employers. *Am J Health Promot.* 2014;28(5):277-285. **3.** The George Washington University School of Public Health & Health Services. Fast facts: the cost of obesity. <http://stopobesityalliance.org/wp-content/themes/stopobesityalliance/pdfs/Fast%20Facts%20Cost%20of%20obesity%201-2012.pdf>. Accessed October 27, 2016.

CONGRATULATIONS

Best Employers

FOR HEALTHY LIFESTYLES®

2017 AWARD WINNERS

Welcome to the 13th Annual *Best Employers for Healthy Lifestyles®* Awards Ceremony!

Congratulations to this year's *Best Employers for Healthy Lifestyles®* and Global Distinction award winners. In awarding these exceptional pioneers of well-being, our goal has been, and continues to be, to energize the corporate health, well-being and productivity landscape.

The Institute on Innovation in Workforce Well-being is instrumental in the development of content for the *Best Employers for Healthy Lifestyles®* award program — which honors employers each year for their commitment to improving employee, family and community health and well-being. Since 2005, more than 175 employer programs have been recognized.

The Global Distinction award, led by the Global Business Group on Health and now in its seventh year, identifies and rewards companies doing great things to support the holistic health and well-being of their global workforces and their families.

Our sincere thanks to Board members, judges, applicants, sponsors and all who continue to make this award program a success.



Brian Marcotte, President & CEO
National Business Group on Health



WELCOME

Brian Marcotte, President and CEO, **National Business Group on Health**

PRESENTATION OF AWARDS

SILVER, GOLD, AND PLATINUM PRESENTATIONS

- David Hoke, Senior Director, Health and Well-being, **Wal-Mart Stores, Inc.** and Chair, Institute on Innovation in Workforce Well-being; 2017 *Best Employers for Healthy Lifestyles®* Judge
- Pamela Hymel, MD, Chief Medical Officer, **Walt Disney Parks and Resorts** and Co-Chair, Institute on Health, Productivity and Human Capital

“SPIN THE WHEEL” SPECIAL RECOGNITION PRESENTATION

- Joneyse Gatling, Manager, Award & Recognition Programs, **National Business Group on Health**
- Rachel Schacht, Senior Analyst, Health, Productivity and Human Capital, **National Business Group on Health**

GLOBAL DISTINCTION PRESENTATION

- Gen Barron, Senior Manager, Global Well-being, **Medtronic**

VIDEO PRESENTATION

Mission Health Possible

CONCLUDING REMARKS

LuAnn Heinen, Vice President, **National Business Group on Health**

ABOUT THE *Best Employers* FOR HEALTHY LIFESTYLES® AWARDS



What is a **BEST EMPLOYER** for *Healthy Lifestyles*®?

A *Best Employer for Healthy Lifestyles*® is a company with a comprehensive well-being strategy that improves employee health, productivity and business performance.

The mission of the *Best Employers for Healthy Lifestyles*® award program is to recognize the best workforce well-being programs in the U.S., particularly those with a holistic approach to well-being encompassing financial, emotional, social and community well-being.

The objectives of the *Best Employers for Healthy Lifestyles*® awards are to:

- Promote external and internal recognition of effective programs and best practices, and
- Provide a forum for sharing and comparing solutions, outcomes and success strategies.

There are three award levels:



Platinum: Reserved for organizations that have implemented a workforce well-being strategy with demonstrated results across the dimensions of well-being. Further, a connection between workforce well-being and key business outcomes has been recognized. The platinum level represents the top tier of all applicants.



Gold: Awarded to organizations with a strong commitment to holistic well-being and related metrics. These programs and results represent the next tier of achievement in a competitive and well-qualified applicant pool.



Silver: Awarded to organizations with emerging well-being strategies and metrics, often with a strong focus on physical health. The silver level (reinstated) recognizes the achievements of companies in transition to a broader well-being approach.

Recognizing *Best Employers for Healthy Lifestyles*® winners energizes corporate health and productivity initiatives and contributes to the national policy agenda.

ABOUT GLOBAL DISTINCTION

The *Best Employers for Healthy Lifestyles*® *Global Distinction* program honors innovative, established, comprehensive and culturally-aware workforce programs that address well-being holistically including: physical health, emotional health, financial security, social connectedness, community involvement and job satisfaction.

Companies apply for one country of their choosing and are recognized for initiatives at the corporate level in addition to in-country strategic planning, benefits and programming.



SPECIAL THANKS

Best Employers for Healthy Lifestyles® Judges

- Joanne Abate, **Unum**
- Debbie Augustine, **SABIC Innovative Plastics**
- Maren Fragala, Ph.D., **Quest Diagnostics Incorporated**
- David Hoke, **Wal-Mart Stores, Inc.**
- Sari Kalin, **Liberty Mutual Insurance Group**
- Julie Kirchen, **The Walt Disney Company**
- Jennifer Law, **Cracker Barrel Old Country Store, Inc.**
- Sandy Rosenberg, **KeyBank**
- Donna Shenoha, **Wells Fargo**
- Sharon Spitz, **SABIC Innovative Plastics**
- Carole Williamson, **FM Global**
- Sandy Zornek, **Unilever**

Best Employers for Healthy Lifestyles® Global Distinction Judges

- Gen Barron, **Medtronic**
- James Dickey, **Intel Corporation**
- Marlene Janco, **Arconic**
- Beverly King, **Liberty Mutual Insurance Group**
- Rebecca Spencer, **Marriott International**
- Lilly Wyttenbach, **JPMorgan Chase & Co.**

Special thanks to our *Best Employers for Healthy Lifestyles®* Sponsors

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PLATINUM WINNERS

Aetna

Aramark

Chevron*

CNO Financial Group

Delta Air Lines

Geisinger

Humana Inc.

JPMorgan Chase & Co.

Kaiser Permanente

Marriott International

OhioHealth

Paychex, Inc.

Texas Health Resources

The Goodyear Tire & Rubber Company

The Hartford

UnitedHealth Group





GOLD WINNERS

AbbVie*

Blue Cross and Blue Shield of Alabama

Booz Allen Hamilton

BP

Carolinas HealthCare System

Cerner Corporation

Eaton

Erie Insurance

FCA US LLC

Health Care Service Corporation

JLL

Medtronic

Merck & Co. Inc.

Mercy

Mission Health System*

Raytheon Company

The Nielsen Company

Wespath Benefits and Investments

* Denotes first-time winner



SILVER WINNERS

AT&T

BNY Mellon

Compass Group USA, Inc.

CVS Health

DaVita Inc.*

Fidelity Investments

Ingersoll Rand

Nestlé

NextEra Energy, Inc.

PepsiCo, Inc.

Target Corporation

Teva Pharmaceuticals USA

The Goldman Sachs Group, Inc.*

Verizon

* Denotes first-time winner



GLOBAL DISTINCTION

American Express (Mexico)

Chevron (Australia)

Merck & Co. Inc. (Canada)



SPECIAL RECOGNITION

Special Recognition for Community Involvement
CNO Financial Group

Special Recognition for Emotional Health
JP Morgan Chase & Co.

Special Recognition for Financial Security
BP

Best Employers FOR HEALTHY LIFESTYLES®

PROGRAM SUMMARIES

abbvie AbbVie Vitality is **AbbVie's** approach to employee well-being. It's about sustaining healthy behaviors so each person can be their best both inside and outside the workplace. Vitality encompasses a wide range of local and global events, programs, resources, and social tools, in the areas of work-life effectiveness, preventive health, fitness and nutrition, and financial education. Focused on the 'whole self,' AbbVie Vitality empowers employees across the globe to achieve balanced lives, active bodies, fulfilled selves and healthy minds. AbbVie is a global, research-driven biopharmaceutical company committed to developing innovative advanced therapies for some of the world's most complex and critical conditions. The company's mission is to use its expertise, dedicated people and unique approach to innovation to markedly improve treatments in four primary therapeutic areas: immunology, oncology, virology and neuroscience. In more than 75 countries, AbbVie employees are working every day to advance health solutions for people around the world.

aetna® **Aetna** is building a healthier world, one individual and one community at a time, by making health care simpler, more accessible and more convenient. We believe this starts from within, by improving the well-being of our employees so they can focus on helping our members achieve their best health. Our nationally-recognized, and often replicated, employee well-being program focuses on five dimensions of well-being: physical, emotional, financial security, social/community and purpose. We offer programs and resources that inspire employees to take charge of their own health: our annual fitness challenge and Healthy Lifestyle incentives; biometric screening and premium credits program; fitness and health centers; retirement readiness resources; and a mind-body stress reduction program. Additionally, Aetna increased the minimum hourly wage to \$16/ hour and introduced an enhanced benefits program that helps reduce the burden of health care and higher education costs for employees who qualify, based on household income and size.

 In 2009, **American Express** launched a global well-being program, "Healthy Living" (HL), integrating activities and offerings that best meet the needs of its employees. The well-being strategy is defined based on results from a biometric screening and health-risk appraisal, and relies on evidence-based best

practices. Initially launched in the U.S., HL has expanded to 22 countries over three years, providing solutions to 93% of our employees. In 2014, a revamped HL 2.0 was launched as a way to integrate well-being into every facet of our company to help drive employee productivity, engagement and work-life balance. HL 2.0 is based on three pillars, encouraging employees to Stress Less, Eat Well, and Move More. The program also offers global Employee Assistance Program “Healthy Minds” and AXP site accreditation, which supports the integration of cultural competency and market needs through a network of health champions and 22 wellness centers located in 11 countries.



Aramark's health and nutrition experts are committed to creating food that's fresh, delicious, satisfying and healthy, while empowering employees, customers and communities to

lead healthier lifestyles. Pivotal to this commitment is Aramark's Healthy for Life 20 by 20 partnership with the American Heart Association to improve the health of Americans 20% by 2020. An extension of this alliance is our national Feed Your Potential 365 campaign that encourages everyone to discover what healthy food can do to directly affect the energy and focus we need to be our best. Aramark has incorporated its mission to “Enrich and Nourish Lives” into its Take Care programs that provide employees with resources to strengthen their physical, emotional, social and financial well-being. Offerings include challenges; fitness centers; screenings; flu vaccinations; health assessments; online coaching and tools; a smoking cessation program; EAP; nutrition, obesity and fitness counseling; financial webinars; wellness fairs; and regular communications.



AT&T

Your Health Matters. Those three words describe **AT&T's** philosophy toward employees' health and well-being. That phrase also is the name of AT&T's umbrella health and wellness program. It's all about inspiring employees to discover ways to stay fit and pursue their own health goals. Health and fitness should be an enjoyable pursuit, not a chore. That's why we encourage work groups to implement office fitness challenges. We also provide tools and information for our employees about serious issues and preventive health opportunities, like colon cancer screening. Since AT&T is in the communications business, it's a natural fit for us to use our own technology – text messaging, social media, wireless video – to advance healthy living among our employees. Nothing matters more than our health, and we place a special emphasis on giving our employees the tools to look after theirs.



Blue Cross and Blue Shield of Alabama has been providing health insurance coverage to its members for 81 years. Our mission is to give employers, families and individuals access to quality, affordable health care, because we care about our members' financial security, health and peace of mind. We take a comprehensive approach to addressing our members' health needs by providing services and resources that focus on healthy living,

prevention and the care of chronic and complex medical conditions. Maintaining a healthy lifestyle has become part of our corporate culture and the programs and services provided to our associates.



BNY Mellon is a global investments company dedicated to helping its clients manage and service their financial assets throughout the investment lifecycle. We are also invested in our people to ensure they reach their full potential, both professionally and personally. In 2016, we launched IN, a new global well-being initiative dedicated to improving the holistic health of our 52,000 employees and to create and sustain a culture of well-being. IN provides a variety of resources delivered by leading companies to help our employees take simple steps to improve and maintain their physical health, emotional resilience, financial security and social connections. By offering an array of tools, information and professional guidance, IN meets participants wherever they are in their well-being journey, and helps make achieving their goals easier and more fulfilling. BNY Mellon is all IN on well-being.

Booz | Allen | Hamilton At **Booz Allen**, employees are the company's most valuable asset. The firm offers its people and their families the programs, tools and resources they need to be at their best – physically, emotionally and financially. Booz Allen is a leading provider of management consulting, technology and engineering services to the U.S. government, major corporations and not-for-profit organizations. Headquartered in McLean, Va., the firm proudly invests in the well-being of its more than 23,000 employees. For more than 100 years, Booz Allen has focused on doing what's right — for our clients and our people. The company supports the health care needs of its workforce through a culture of well-being built on sharing responsibility, accepting accountability and driving sustainability. Booz Allen Hamilton encourages its people to be engaged in their health, and play an active role in improving their well-being; it is proud to support the efforts of its employees to pursue healthier lifestyles.



BP is one of the world's leading integrated oil and gas companies, with 74,800 employees worldwide and more than 14,000 located in the United States. BP's wellness program is open to employees and their dependents, throughout the U.S., who participate in BP's medical plan. Since its inception in 2010, more than 69% of all eligible employees and spouses/domestic partners (including those enrolled in HMO plans and non-covered individuals) have participated in the program each year. Participation increases to over 92% for those enrolled in the incentivized health plans. Achievements in participation are attributed to creating a supportive culture of health, engaging stakeholders, and offering resources for participants and their families. The program includes an interactive health portal, health coaching, targeted condition and lifestyle management, wellness and cooking classes,

physical activity campaigns, biometric screenings, nurseline, Teladoc, on-site activities, financial wellness counseling and access to a state-of-the-art Health & Wellness Center.



Carolinan HealthCare System

Carolinan HealthCare System (CHS) is one of the nation's leading and most innovative health care organizations, and provides a full spectrum of health care and wellness programs throughout North and South Carolina. Its diverse network of care locations includes academic medical centers, hospitals, freestanding emergency departments, physician practices, surgical and rehabilitation centers, home health agencies, nursing homes and behavioral health centers, as well as hospice and palliative care services. Carolinan HealthCare System works to enhance the overall health and well-being of its communities through high-quality patient care, education and research programs, and numerous collaborative partnerships and initiatives. LiveWELL, the employee wellness division, is committed to providing the same opportunities to all employee "teammates." LiveWELL enables teammates to work meaningfully, eat healthfully, learn continuously and live more fully. CHS strives to mirror the enhancements of innovative health initiatives provided to its patients with the internal delivery of a meaningful wellness program.



Cerner's health information technologies connect people and systems at 25,000+ provider facilities worldwide. Together with our clients, we are creating a future where the health care system works to improve the well-being of individuals and communities. Healthe at Cerner is Cerner's internal brand for health and wellness. Through Healthe at Cerner holistic programs and services, we empower associates and their families to obtain their optimal level of health. Our strategy is based on three pillars: 1) health plan design and administration; 2) wellness programming, of which Healthe Living with Rewards (our incentive-based wellness program) and health coaching are key components; and 3) on-site services, including four health clinics, four pharmacies, four fitness centers and four cafeterias. Our wellness initiatives are connected by the Cerner Health identity, and powered by a solution set including the Healthe at Cerner Portal (our wellness technology platform) and Cerner HealthPlan Services (our benefits administration portal).



Chevron places the highest priority on the health, well-being and safety of its workforce, as well as the protection of its assets, communities and the environment. Our wellness programs reinforce our safety culture and operational excellence goals of promoting good health. We recognize that healthy employees are safer and are better able to do their jobs. We support personal health with a holistic approach to wellness under our "Your Health" brand, which builds upon regional and global program components to positively impact health. The program, grounded in WHO's healthy workplace and NIOSH's TWH, targets lifestyle factors that

increase the risk of cardiovascular disease; provides repetitive stress injury prevention; promotes physical and psychological well-being, resiliency and sleep health; offers seasonal flu and other immunizations; and provides a proactive assessment of personal health risks.



CNO FINANCIAL GROUP

CNO Financial Group is middle-income America's valued financial security partner. We provide health and life insurance and retirement solutions, through our family of insurance brands: Bankers Life, Colonial Penn and Washington National. As we focus on helping our customers enjoy a healthy and secure financial future, CNO Financial also commits to the well-being of its employees. We recognize that personal health improves engagement, productivity and customer service. By investing in our employees' health, we're investing in CNO Financial Group. Our wellness program equips our employees and their families with resources and incentives that can be tailored to meet their individual goals – covering a wide spectrum, from on-site clinics, health coaching focused on weight management and chronic conditions, to guided meditation sessions, incentivizing healthy shopping purchases, free Fitbits and adjustable workstations. We focus on creating a supportive community, and the end result is that our employees are engaged



COMPASS GROUP

Compass Group USA, Inc. is a family of companies providing food and support services across the U.S. and Canada in every setting – from cultural art centers to restaurants, school dining areas to corporate cafes, hospitals to sports arenas, vending machines to the entertainment industry's most iconic events. We have over 250,000 associates and 2016 revenues of \$16 billion. Our benefit programs support healthy lifestyles for all associates. In addition to a variety of medical, dental and vision plans, our award-winning wellness programs offer health risk assessments, behavioral and lifestyle coaching, diabetes management, maternity support and much more! We also provide associates with paid time off from work for preventive care.



CVS Health

CVS Health is a pharmacy innovation company that is helping people on their path to better health. Through its 9,700 retail locations, more than 1,100 walk-in medical clinics, a leading pharmacy benefits manager with nearly 90 million plan members, a dedicated senior pharmacy care business, expanding specialty pharmacy services, and a leading stand-alone Medicare Part D prescription drug plan, the company enables people, businesses and communities to manage health in more affordable and effective ways. As a tobacco-free organization, we contribute to a cleaner, healthier environment. Because our colleagues are our greatest assets, we offer a comprehensive suite of low- or no-cost wellness programs that include preventive health screenings; smoking cessation; weight-management; health coaching; an employee assistance plan; free flu shots; health management for rare conditions; maternity

management; financial well-being tools; health care cost-quality transparency tools; and discounted rates at MinuteClinic for our plan participants and their covered family members.



DaVita Inc., a Fortune 500® company, is the parent company of DaVita Kidney Care and HealthCare Partners, a DaVita Medical Group, and it employs over 73,000 teammates. DaVita Kidney Care is a leading provider of kidney care in the United States, delivering dialysis services to patients with chronic kidney failure and end-stage renal disease. At DaVita, we care for each other with the same intensity with which we care for our patients. Our mission is to help teammates achieve a sense of well-being in every aspect of their lives. To better support the diverse needs of teammates and their families, our well-being program, Village Vitality, has expanded to include four elements— physical, financial, social and emotional well-being. Through this program and with the support of leadership, we are helping create a culture of health throughout the organization and community.



Delta has distinguished itself in many ways, but the true “Delta Difference” is our people. Delta’s strong, unique company culture is based on a set of core values and the simple idea that its people are the heart of its success. Our Flight Plan (essentially an organizational business plan) includes our most valued goals; and for several years, the plan has included a priority to “invest in a culture of wellness.” This goal stems from strong leadership and a collective desire to see our employees, their families and our communities thrive and be well. Our wellness network, which includes organized programs as well as grass-roots efforts initiated by employees, has been working tirelessly to empower our people through a combination of strategy and action. The Wellness Team strives to reach each of our 85,000 global employees via well-being initiatives that provide tools and education to positively impact health and quality of life.



Powering Business Worldwide

In 2010, **Eaton** launched Powering You to Live Well, a global wellness initiative aimed at reducing lifestyle risks that lead to chronic disease and health care spend increases. The program has evolved to include financial wellness, safety, emotional well-being and resiliency, as well as preventive and physical health dimensions. The objectives of the program: Promoting five pillars of wellness--Eat Healthy, Be Tobacco Free, Manage Stress, Get Fit and Know Your Numbers--aimed at improving overall well-being, health and productivity; creating a culture of health, wellness and safety at Eaton worksites; providing employees and families best-in-class programs; and developing a comprehensive approach to overall well-being.



At **Erie Insurance**, we nurture the emotional, mental and physical well-being of our employees and their families, because it helps on and off the job. We believe that health and wellness are shared responsibilities, which is why we offer benefits that go beyond the basics, and provide programs to improve and maintain good health. For example, roughly 40% of our employees take advantage of our flexible work arrangements and telecommuting. We offer adoption and fertility procedure assistance, on-site medical service, and a fitness facility at our home office, along with monetary bonuses for participating in our annual wellness programs. It's an honor to once again earn a *Best Employers for Healthy Lifestyles®* award. We applaud our employees for embracing health and wellness, and committing themselves – and their families – to living healthier lives.



FIAT CHRYSLER AUTOMOBILES

FCA US LLC, a North American automaker headquartered in Auburn Hills, Mich., is a member of the Fiat Chrysler Automobiles N.V. family of companies and designs. It engineers and manufactures vehicles under the Chrysler, Jeep, Dodge, Ram, FIAT brands and the SRT performance designation, and distributes Alfa Romeo vehicles and Mopar products. FCA US is committed to “4URHLTH,” a comprehensive wellness program designed to enable employees and families to lead healthier lifestyles and improve their quality of life. Since 1985, the wellness program has evolved to meet the needs of employees and nurture a culture of health. Today, FCA US provides a variety of integrated health plans with preventive services. This comprehensive approach to wellness includes health portals, UAW benefit representatives, a Health Advocate (RN) for salaried employees, an EAP representative for salaried employees, on-site medical departments, 25 dedicated wellness staff members, fitness centers, and an on-site retail medical clinic and pharmacy.



Fidelity's mission is to inspire better futures and deliver better outcomes for the customers and businesses it serves. Fidelity focuses on meeting the unique needs of a diverse set of customers, helping more than 26 million people invest their own life savings, and 23,000 businesses manage employee benefit programs; as well as providing more than 12,500 financial advisory firms with investment and technology solutions to invest their own clients' money. Privately held for 70 years, Fidelity employs more than 40,000 associates who are focused on the long-term success of these customers. The “Well for Life” program supports Fidelity's associates by providing numerous programs supporting social, emotional, physical and financial health. This includes healthy dining, fitness centers, health and wellness centers, guided mindful meditation, free health screenings, health care, an industry-leading 401K plan, HSAs and an incentive program to help associates and their families lead healthy lives.

Geisinger

Geisinger is an integrated health services organization widely recognized for its innovative use of the electronic health record and the development of innovative care delivery models such as ProvenHealth Navigator®, ProvenCare® and ProvenExperience®. As one of the nation's largest health service organizations, Geisinger serves more than 3 million residents throughout 45 counties in central, south-central and northeast Pennsylvania, and also in southern New Jersey at AtlantiCare, a Malcolm Baldrige National Quality Award recipient. The physician-led system is comprised of approximately 30,000 employees, including nearly 1,600 employed physicians, 13 hospital campuses, two research centers, and a 583,000-member health plan, all of which leverage an estimated \$12.7 billion positive impact on the Pennsylvania and New Jersey economies. Geisinger has repeatedly garnered national accolades for integration, quality and service. In addition to fulfilling its patient care mission, Geisinger has a long-standing commitment to medical education, research and community service.

HCSC

Health Care Service Corporation

Health Care Service Corporation (HCSC), which operates Blue Cross and Blue Shield Plans in Illinois, New Mexico, Oklahoma, Montana and Texas, is committed to promoting a healthy workplace culture for its more than 20,000 employees. Aligning its wellness strategy with HCSC's purpose, "To do everything in our power to stand with our members in sickness and in health," reinforces that commitment. Motiva, HCSC's employee wellness division, engages employees in total well-being with topics outside the norm of most wellness programs, emphasizing that there is more to a healthy person than just numbers on a scale. Employees are encouraged to Move Naturally, Rest, Find Purpose, Reduce Stress, Be Positive, Connect with One Another, and more. More than 100 Motiva Health and Well-Being Champions bring positive messages to life in each office with celebrations, Well-Being Summits, health fairs, employee walks, biometric screenings, community service projects and more.

Humana

Humana has a dream of helping people achieve lifelong well-being, and a Bold Goal to make the communities Humana serves 20% healthier by making it easy to achieve their best health. Humana supports this by focusing on understanding needs and positive practices within the associate community—delivering simple, integrated solutions to help improve well-being in every dimension. • Purpose: Inspiration that guides associates to meaningful activities that bring joy to their lives, including job satisfaction. • Belonging: The presence of meaningful relationships in associates' lives and connections within their communities. • Security: The feeling of being safe and protected, including financially. • Health: Having the physical, emotional and spiritual energy and desire to thrive. This grassroots movement is advanced by associates throughout the company, strongly connected to a shared purpose, and championed by all leaders. Through this holistic well-being model, Humana creates a culture that always puts people—and their well-being—first.



Ingersoll Rand is a world leader in creating comfortable, sustainable and efficient environments that advance the quality of life across the globe. We

believe a healthy company starts with healthy employees; that's why we offer Health Progress, our employee well-being program. The goal of Health Progress is to improve the health of our employees globally so they lead longer, happier and healthier lives. This, in turn, strengthens our competitiveness in the marketplace through increased productivity and decreased health care costs. Through Health Progress, we're creating a culture where leading a healthy lifestyle can be fun, convenient and rewarding for our people and their families. We're proud to help our employees and their families get and stay healthy, and incorporate health and well-being activities into their daily lives.



The **JLL** well-being program is a holistic and dynamic combination of communications, programs, grass-roots employee support and management style catering to the members of each market and account. The focus of the platform is on the member's perspective and individual definition of well-being. JLL recognizes that the well-being of each individual amounts to the success of the firm and, as such, partners with its members to cultivate each individual's best self. Technological capabilities are used to smoothly integrate information and feedback from all parties to ensure that targeted customization of programs, communication and leadership are up to date. The grassroots network is a key driver to personalizing interventions that cater to the health risk and cost trends of each account. Personalization to the needs of its members allows the JLL platform to engender the well-being of both its members and the firm.

JPMORGAN CHASE & CO.

JPMorgan Chase & Co. (JPMC) is proud to be an award recipient of the *Best Employers for Healthy Lifestyles*® distinction since 2012. The commitment to creating a culture of health and well-being starts at the top with our senior leaders, and trickles down to all levels of the organization. Over the years, our plans, programming and initiatives have evolved to a total well-being strategy that focuses on supporting employees and their families through various facets of their personal and professional journeys. We provide a comprehensive benefits package in the U.S. whereby employees and spouses/domestic partners are rewarded for healthy behaviors, outcomes and activities across the total well-being spectrum. We are proud that in 2016, a record number of employees participated in our annual well-being campaign for completion of biometric screenings and health assessments, a fundamental component of our strategy. Our focus remains on helping our people live balanced, healthy and fulfilling lives.



KAISER PERMANENTE®

Kaiser Permanente is committed to helping shape the future of health care. We are recognized as one of the nation's leading health care providers and not-for-profit health plans. Founded in 1945, Kaiser Permanente has a mission to provide high-quality, affordable health care services and to improve the health of its members and the communities it serves. We currently serve more than 11.8 million members in eight states and the District of Columbia. Care for members and patients is focused on their total health and guided by their personal physicians, specialists and team of caregivers. Our expert and caring medical teams are empowered and supported by industry-leading technology advances and tools for health promotion, disease prevention, state-of-the-art care delivery and world-class chronic disease management. Kaiser Permanente is dedicated to care innovations, clinical research, health education and the support of community health.



Marriott's proud history and foundation were built on a commitment to taking care of people. Putting people first is at the core of everything we do. Our holistic approach to well-being,

TakeCare, helps associates live their best lives while ensuring our people-centric culture remains vibrant, personal and relevant today and in the future. Since 2010, TakeCare has evolved into a global movement for well-being and happiness. We focus on three pillars of well-being: Ensure that our associates feel good about themselves (Me); feel valued in the workplace (My Co-Workers); and have pride in supporting our communities (My Company). TakeCare includes programs from each pillar that empower associates to embrace opportunities to build healthy futures, feel valued as part of the Marriott family, and join our Company in contributing to a better society. TakeCare's reach is magnified by the grassroots efforts of over 2,000 TakeCare Champions at hotels around the world.

Medtronic

Medtronic is dedicated to improving the health and well-being of people worldwide. That commitment begins with our employees. Healthier Together empowers employees and their

spouses, via a personalized and engaging well-being platform and mobile app, to take full advantage of its comprehensive health program offerings and online tools. The Healthier Together program integrates health components and creates consistency across locations globally. Goals are to improve health through a personalized well-being experience in the areas of physical, emotional, social and financial well-being. Year-round engagement opportunities include personal and team wellness challenges, daily Healthy Habit goals, tracking progress, support networks, nutrition and sleep tools, a Wellness Screening program (biometrics) and Health Risk Assessment. By making healthy decisions like moving more, eating well, getting enough sleep, and finding time for relaxation, participants can earn reward points to spend on thousands of items and pay less for their medical premium the following year.



At **Merck** and MSD we have been, and always will be, inventing; we do it for the single greatest purpose: Life. We are on a quest to cure, and to have an impact on countless people's lives worldwide. Living this mission starts by caring for ourselves, our families and our communities. As a culture, we believe this is important in order to achieve our vision of "Being the world's premier, research-intensive biopharmaceutical company." Because our business is promoting optimal health, we believe we must lead by example. LIVE IT is our call to action to remind our employees and family members of the importance of their own well-being. LIVE IT, launched in 35 countries, has a suite of programs, tools and resources that are specifically designed to meet the needs of Merck employees and family members, and help them become healthier and more productive, both professionally and personally.



Mercy, named one of the top five large U.S. health systems in 2017 by Truven, an IBM Watson Health company, serves millions annually. Mercy includes 44 acute care and specialty (heart, children's, orthopedic and rehab) hospitals; more than 700 physician practices and outpatient facilities; 40,000 co-workers; and more than 2,000 Mercy Clinic physicians in Arkansas, Kansas, Missouri and Oklahoma. Mercy also has outreach ministries in Arkansas, Louisiana, Mississippi and Texas. Mercy's Healthification movement is its model for an evidence-based wellness program. Mercy's strategy integrates health and wellness resources with disease management, care coordination and EAP. Taken together, these resources offer co-workers a full complement of services. Healthification gives Mercy co-workers the strategic resources they need to make positive, sustainable changes in their personal well-being, and empowers them to decrease their risk of chronic disease, improve health behaviors and lower medical care spending.



The mission of **Mission Health System** is to improve the health of the people of Western North Carolina and the surrounding region; this includes our caregivers. With over 12,000 employees, we are an integral part of communities throughout Western North Carolina. A healthy workforce is critical to the delivery of excellent health care and to the sustainability of our organization during uncertain times. Health care workers can have high stress levels and are prone to burnout. In order to achieve our mission, we must invest in the overall well-being of our team members. This is apparent in our Big(GER) Aim: to get every person to their desired outcome, first without harm, also without waste, and always with an exceptional experience for each person, family and team member. The Big(GER) Aim recognizes that without factoring in the experience and well-being of the team member, we cannot achieve our goals.



Nestlé offers employees a total rewards package that reinforces its mission of health and wellness, from a full suite of benefits to programs that encourage a healthy lifestyle. Ultimately, Nestlé's purpose is enhancing quality of life and contributing to a healthier future. We believe that we can make a positive impact on the lives of individuals and families, our communities and the planet. For us, that starts with our own employees.



Since 1991, the NextEra Health & Well-Being program has provided innovative health and wellness offerings to **NextEra Energy, Inc.** employees and their families. The program offers comprehensive health and productivity management services to more than 32,000 employees and covered dependents. Its mission is to advance a culture that allows employees to be fully engaged and achieve a healthy and high-performing work life that meets the business needs of the organization and the needs of their families and communities. NextEra Health & Well-Being services are integrated into NextEra Energy, Inc.'s benefit design, and focus on five primary categories: Health Promotion, Fitness, Nutrition and Weight Management, Health Centers, and the Employee Assistance Program. The cohesive approach emphasizes the close relationship between wellness and productivity, as well as featuring initiatives in safety, financial health, social responsibility, ergonomics, absence management and disease management.



OhioHealth is Central Ohio's leading health care provider, with approximately 26,000 associates. Our mission challenges us to strive for a culture of health and wellness both internally and within the communities we serve. This is evidenced by over \$12 million spent annually in wellness rewards and incentives, and nearly \$297 million provided in community benefit. Our goal is to lead our industry by implementing programs, policies and resources that help our associates and their families achieve better health by being more educated about wellness, seeking preventive care, changing unhealthy habits, making wise lifestyle choices, and finding a support system within our organization that consistently meets our employees' needs with compassion and excellence. As a health care provider, we are called to serve our patients and the community 24/7. With this in mind, we continually seek new ways to help our associates live a balanced life and deliver the highest quality of care.



As a service company providing integrated solutions for payroll, HR, retirement and insurance to 605,000+ clients, **Paychex** views its employees as critical to its success. That's why it's so important that we invest in a program that helps them make health a priority, while addressing the environmental and cultural factors that influence all dimensions of well-being, including social connectedness,

financial fitness, and community engagement. Our program includes multi-week team wellness challenges; best-in-class tobacco cessation; healthy, favorably-priced food in company cafeterias and vending machines; partnership with community-supported agriculture; blood pressure kiosks; ergonomics; treadmill workstations; financial well-being; monthly fresh fruit deliveries to offices most engaged in wellness; incentive gift cards for Amazon.com or charity donations; flu shots; health coaching; voluntary on-site screenings; and measurable outcomes related to health risk, workforce engagement, productivity and satisfaction. Recent additions include a healthy eating cookbook with employee-submitted recipes and an evidence-based program to help employees' children lead healthier lives.



PEPSICO

PepsiCo products, including Frito-Lay, Gatorade, Pepsi-Cola, Quaker and Tropicana, are enjoyed by consumers one billion times a day around the world. At the heart of PepsiCo is Performance with Purpose – our belief that the success of our company is inextricably linked to the sustainability of the world around us. We believe that continuously improving the products we sell, operating responsibly to protect our planet, and empowering people are what enable PepsiCo to run a successful global company that creates long-term value for society and our shareholders. PepsiCo's Healthy Living program supports this vision by fostering a culture of well-being. Our efforts comprise annual wellness screenings, on-site health and wellness centers, fitness facilities, wellness coaching, condition management, pregnancy programs, flu vaccinations, physical activity challenges, telemedicine, tobacco-free programs, and incentives that promote wellness. Our goal is to advance well-being globally by applying consistent principles and scaling best practices worldwide.

Raytheon

Raytheon takes a holistic view of well-being that goes beyond physical health to include social, financial, career, family, relationships and community. Over the past decade, we have built an infrastructure of 175 wellness leaders and champions. Our sites can apply for the Raytheon Healthy Worksite Award and achieve platinum, gold, silver or bronze recognition. In 2016, 35 sites were awarded for their focus on well-being. Raytheon has 63,000 employees worldwide. There are 26 on-site health centers in the U.S., virtual support for remote employees, and a growing global presence. Raytheon's Employee Assistance Program provides on-site services at 21 locations. Additionally, there are fitness centers at 27 sites. A new online wellness platform was introduced in 2016, with an average of 11,000 employees visiting each week.



Target values the individuals who come together as a team to serve its guests. We give our team opportunities to grow professionally, take care of themselves and their families, and make an impact on our guests and local communities. At Target, we believe that happy, healthy team members are better able to help our guests, are more innovative and

present at work, and contribute more actively to their communities. That's why we have an integrated, holistic approach to well-being, focused on five elements: health, social, career, financial and community. By having total well-being as its goal, Target helps team members and their families make healthy, informed choices. These healthy choices impacting employee health add up to big rewards, not only for them, but also for the company and community. Target's goal is for team members to work where they love and be their personal best.



At **Teva**, the mission is improving health and helping people feel better. To fulfill this purpose, Teva provides employees and their families with various opportunities to improve their total well-being. Teva recognizes that its success—today and in the future—depends on the contributions of its people and the strength of the well-being programs offered to its workforce. Teva is an Israeli-based pharmaceutical company, with U.S. operations headquartered in North Wales, PA. We remain committed to providing valuable tools and resources to our employees that encourage healthy physical, financial and emotional habits—both at work and at home. Teva's culture of well-being is rooted in our continuous pursuit to create better days—for our patients and people. Every day, we support more than 8,300 U.S. employees by helping them make sensible health care choices and take advantage of wellness programs designed to improve all aspects of their lives.



The mission of **Texas Health Resources** is to improve people's health in the communities it serves. To fulfill that mission with our employees, we provide holistic tools to improve and sustain overall well-being through our Be Healthy program. We cultivate an environment where healthy choices are easier to make. Our cafes are designed with healthy checkouts and discounted healthy food items. On-site conveniences include fitness centers, meditation gardens, designated healthy parking spaces, purpose workshops, walking trails and more. Well-being coaches, dedicated specialists and volunteer wellness committees provide on-site support. On-site screenings are held twice annually—first to identify risks, and, later in the year, to show improvements. Employees meeting healthy targets can earn rewards up to \$475, and premium credits up to \$520 annually. Emotional, physical and financial wellness education and classes nurture employees—mind, body and spirit. Our award-winning culture of health translates to higher engagement and lower health care costs.



The **Goodyear Tire & Rubber Company**, one of the world's leading tire makers, is proud of its health and well-being program, GoodLife. As stated in Goodyear's Strategy Roadmap, the GoodLife programs help "create an environment where associates are inspired by work, wellness and serving their communities." Goodyear supports its 65,000 associates and their family

members in making Good Choices throughout their lives. Our Global Health Strategy targets four components of health: Physical, Emotional, Financial and Social, with a mission to maximize the health and well-being of our associates and their families, improve quality of life, empower productivity, and manage costs. We do this by creating an integrated system that promotes workplace and non-workplace health and wellness for associates and family members. We track our progress using four validated measures that address our Wellness Programs, the Health Status of our Workforce, the Health of the Worksites, and the Culture of Health.

Goldman Sachs

At **The Goldman Sachs Group, Inc.**, our people are our most important assets. Without them we could not serve our clients at the highest levels. As such, we make great efforts to provide our employees with some of the most competitive and innovative benefits and programs in our industry and best in class overall. We take a holistic approach to supporting employees in creating a life and work environment that enables them to be resilient as they manage their roles at work and beyond. The firm identified an opportunity to collaborate under the umbrella initiative, “Your Benefits. Your Choice.” The initiative empowers employees to participate in programs and make informed decisions regarding their health and financial needs. Key elements of the initiative include the launching of the Personal Finance Center, enhancing the parenting leave policy, and continuing to embed resilience through a series of keynotes and trainings.



To support **The Hartford's** vision to be an exceptional company celebrated for financial performance, character and customer value, the company offers a comprehensive health and well-being program. The goals of the program are to help employees and their family members achieve optimal well-being; be energetic, optimistic and connected to their communities; and be inspired to achieve their very best every day.

Through an array of resources including weight management and activity programs, on-site health centers, a sleep improvement program, a mindfulness-based stress reduction program, volunteering, financial counseling and more, we seek to impact business performance through improved employee and dependent well-being, health care cost management, improved productivity and performance, and the ability to attract and retain top talent.



The Nielsen Company is a leading global provider of information and insights into what consumers watch and buy. We operate in countries that cover more than 90% of the world's population, and we are uniquely positioned to impact global health by providing insights to food manufacturers and retailers about worldwide consumer lifestyle habits and trends. As a global employer, we are also able to influence the well-being of our 44,000

employees and their families. Our innovative “The Whole You” program provides resources and incentives to be better health care consumers and lead healthier, more fulfilling lives—physically, emotionally and financially. Our work-site Ambassadors, wellness programs and mobile-friendly technology make it easy for employees to stay informed and engage in their health. We also inspire teamwork and social connections with our global employee fitness challenge, through which \$5,000 is donated to the Nielsen Global Support Fund on behalf of the winning team.

UNITEDHEALTH GROUP® **UnitedHealth Group** (NYSE: UNH) is a distinctively diversified health and well-being company. Headquartered in the United States, it is a leader worldwide in helping people live healthier lives, and in making the health system work better for everyone. We are committed to introducing innovative approaches, products and services that can improve personal health and promote healthier populations in local communities. Our core capabilities in clinical expertise, advanced technology, and data and health information uniquely enable us to meet the evolving needs of a changing health care environment. UnitedHealth Group serves clients and customers through two distinct platforms: UnitedHealthcare, which provides health care coverage and benefits services, and Optum, which provides information and technology-enabled health services. Through its businesses, UnitedHealth Group serves more than 133 million people worldwide. UnitedHealth Group supports employee well-being through programs for career development, social connectedness, physical, emotional and financial health, and community volunteerism and giving.

verizon ✓ **Verizon** is committed to providing valuable health and wellness opportunities for all employees. The goal of our Health and Wellness Team is to provide Verizon employees a work environment supportive of positive health and fitness practices in order to help them achieve total mind and body wellness. The team focuses on helping employees reduce lifestyle risk factors through a variety of wellness programs, tools and resources, including access to on-site health and wellness centers at key locations across the Verizon footprint. We use a comprehensive approach to encourage healthy lifestyle choices with a drumbeat of communications to keep employees informed about Verizon’s vast resources. We empower employees to take control of their own health and lead a balanced life.



In the 1700s, John Wesley, founder of Methodism, pioneered health and well-being by saying the following in his book, “Primitive Physick (1747)”: “A due degree of exercise is indispensably necessary to health and long life.” Continuing in his tradition to improve well-being, **Wespath Benefits and Investments**, an agency of The United Methodist Church (UMC), established the Center for Health (CFH). The CFH

views well-being from a holistic perspective—a mission focused on five dimensions of well-being: physical, emotional, spiritual, social and financial. It delivers on that mission through a comprehensive, integrated strategy, including a physical activity program, health coaching, behavior change tools, emotional and spiritual resources, financial education, preventive screenings and more; many are offered to over 60,000 U.S. participants, spouses and their dependents. The CFH's approach has resulted in a stabilization of metabolic syndrome prevalence and health risk factors, as well as a slowing of health-plan cost trend.

Notes

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