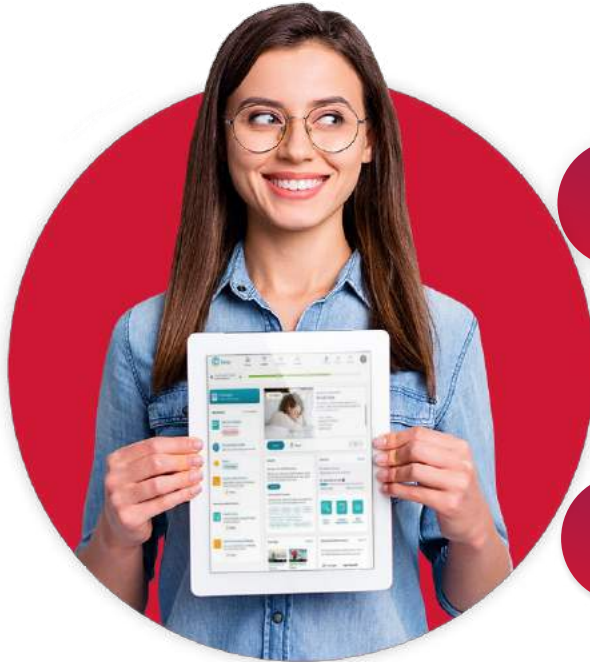




Behavior Change Methodology & Vehicles for Sustained Engagement

Your Total Health Engagement Hub

Our Homebase for Health provides our clients with a total health engagement solution that ties health, wellbeing, benefits navigation, and company culture and connection into a unifying experience that drives outcomes across the care continuum. Every member gets served up unique, personalized support and recommendations during moments that matter in the individual's health journey - from healthy to chronic.



Virgin Pulse's Home Base for Health[®] platform is driving change



Key Differentiator: World Class Sustained Engagement & Evidence Based Approach

Everything your employees need to be their best

High tech. High touch. Evidence-based. Valued delivered.

Easy to use



- Applied human center design fueled by empathy and AI to delight members and deliver outcomes
- Accessible, expert guidance – in app and live

Personalized Care Path



- Personalized content and real-time next best actions served up daily
- Clinically-informed health and wellbeing pathways part of members daily routines

Evidence-Based Approach



- Backed by clinical and population health experts
- NCQA-certified content and coaching

Benefits Navigation



- Digital tools to help track and inform healthcare decisions
- Live support on demand to help members optimize their benefits



Behavior Change Methodology

A brief overview of the Virgin Pulse evidence-based approach to behavior change before we review the key vehicles for sustained engagement

Evidence Based Approach to Behavior Change for Sustained Engagement

The B=MAP Method

Behavior = Motivation, Ability & Prompt



BJ Fogg, PhD
Behavior Scientist at Stanford University
Founder of Stanford's Behavior Design Lab
New York Times Best Selling Author

Fogg was instrumental in the creation of our solution as a member of our science advisory board, and his B=MAP formula is at the foundation of our approach.

Key Points

- Meet people where they are
- Make it easy
- Prompt the right behaviors
- Reward success
- Practice and repeat

B = M A P



Align to Daily Routine & Personal Interests to Activate Behavior Change



Daily, meaningful interactions lead to small, incremental change



Through each unique interaction, the program becomes part of daily routine



Over time, these changes lead to healthy habit formation and positive lifestyle changes



Opportunities to expand engagement and amplify behaviour change

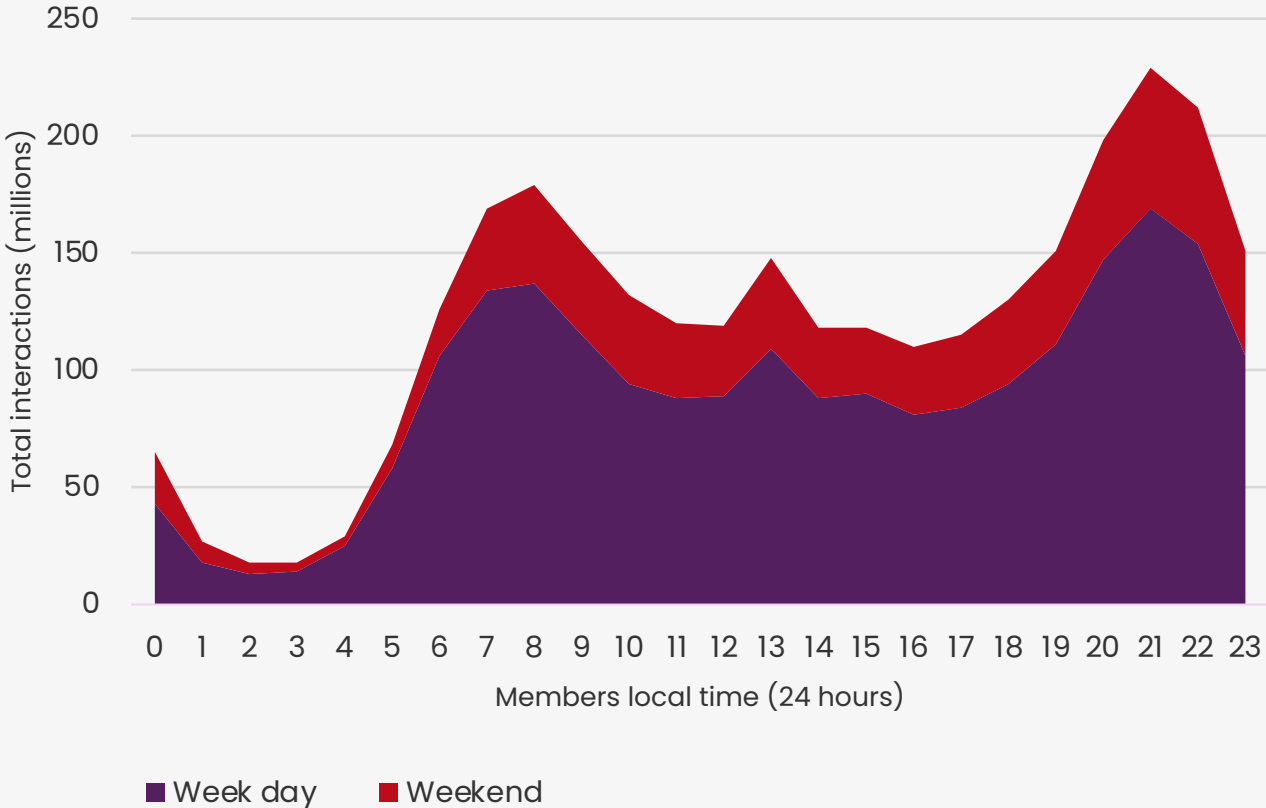
Consumer grade digital health & wellbeing experience

Integrated, in-context clinical interventions & Relevant Recommendations



Our Approach Results in Sustained Engagement All Week Long

Engagement All Day, Every Day



Daily Interactions

6+

Avg daily interactions, 21 days per month

Program Use

15%+

Higher 3rd party program utilization via Virgin Pulse Homebase

Key Vehicles for Behavior Change & Engagement

How does Virgin Pulse sustain engagement while supporting behavior change?

Lets take a look!

Leveraging Data to Drive Personalization

Leveraging data and member activity to deliver a meaningful and dynamic experience

Advanced Predictive Models & Machine Learning



Deep Personalization Fuels Engagement and Successful Behavior Change



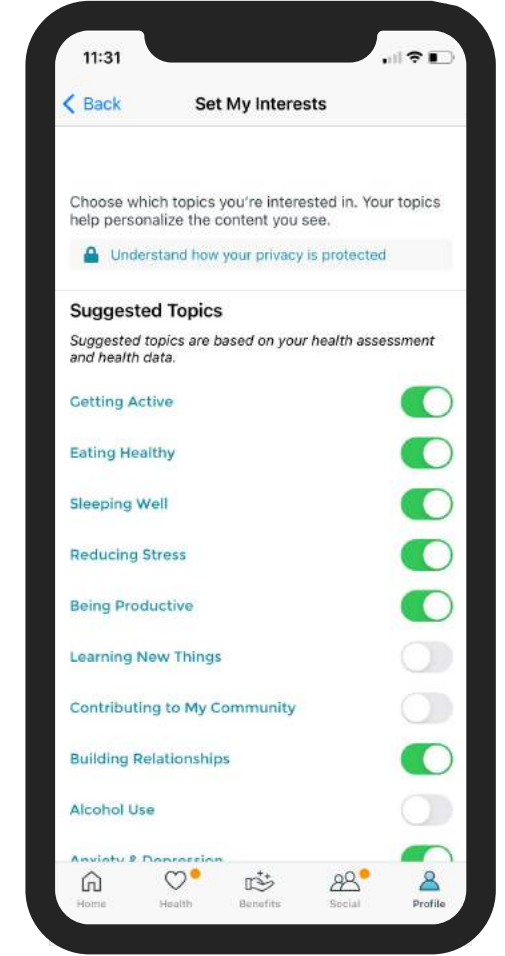
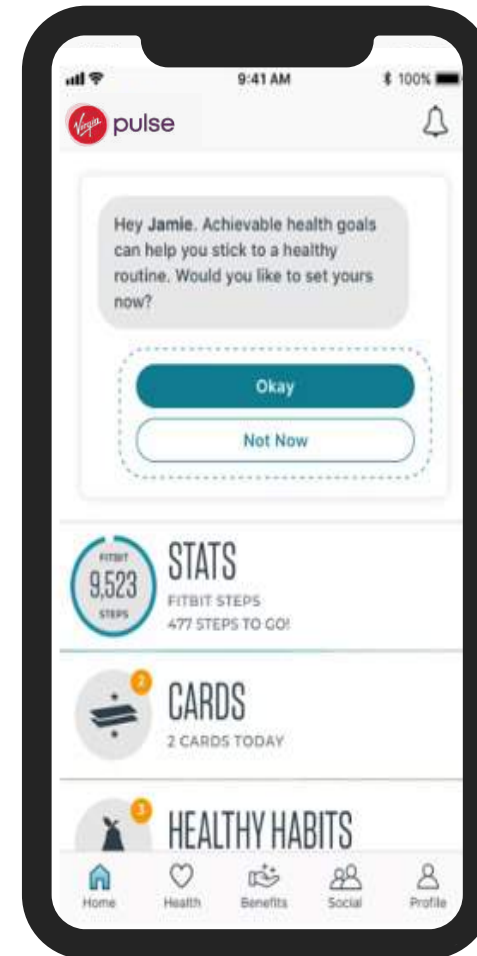
More Engaging - Dynamic and personalized recommendations mean a greater likelihood of a member adopting and engaging in the new healthy habit.



Deeply Personalized - Each employee's unique combination of self-identified interests, tracked habits, biometric and (when ingested) claims data results in a unique experience that is unique to them with personalized recommendations.



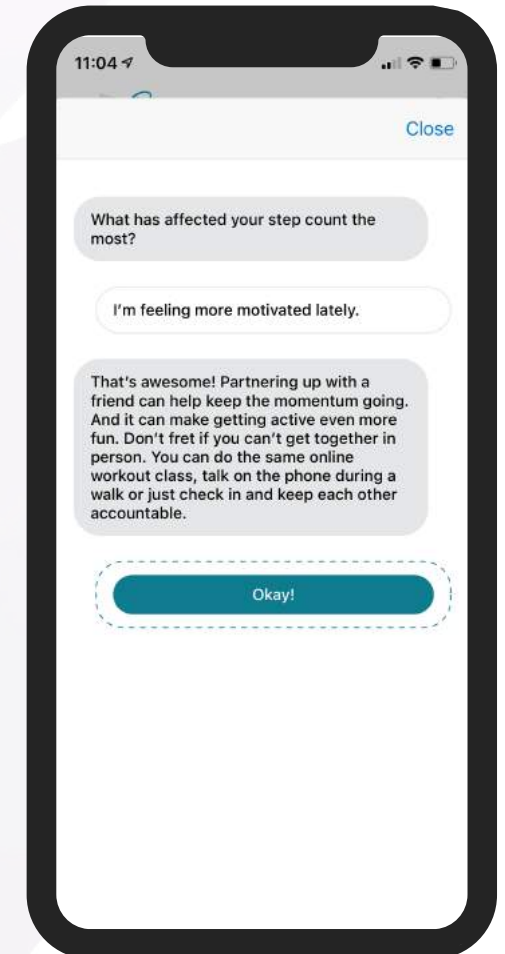
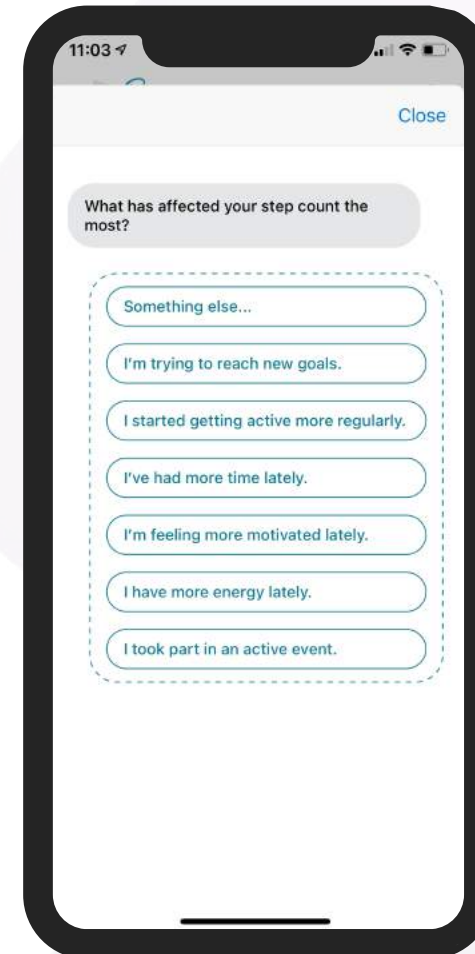
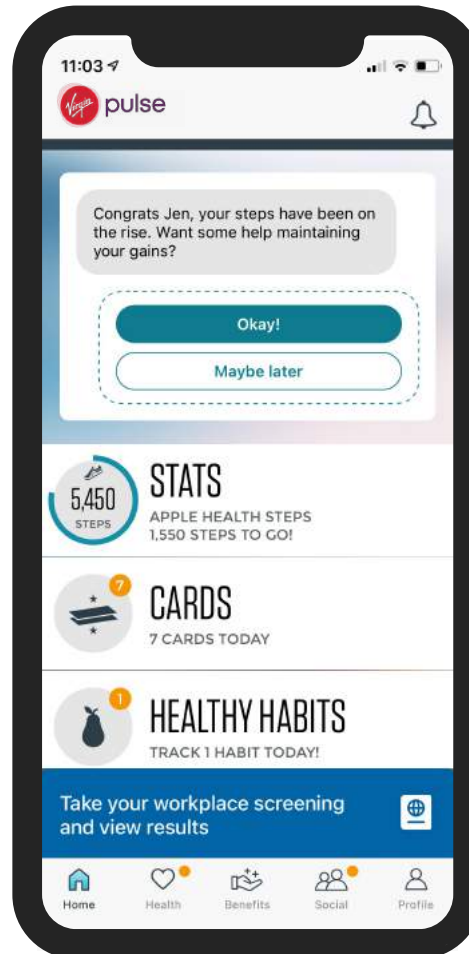
Continuously Learning - Our machine learning algorithm is constantly evolving as it learns more information about your employee's interests and preferences. This means it is continuously optimizing its recommendations to ensure greater adoption and sustained engagement.



AI-based Conversational Recommendations

Goal setting through on-platform conversations that celebrate successes or nudge members when they fall behind

- Helps members achieve improved outcomes by keeping them engaged and motivated
- Leverages artificial intelligence and behavioral science to maintain challenging, but not overwhelming goals
- Inclusive and personalized to meet members where they are
- Nudges members towards recommended targets
- Supports long-term improvement



Variety of Vehicles for Engagement & Behavior Change

High-Touch Live Support

Accountability and trusted support for those who need it, including:

- ✓ Guides
- ✓ Telephonic Coaching
- ✓ Onsite Health Coaching
- ✓ Program Coordination
- ✓ Digital Therapeutics



2,750
Daily Cards

Improve wellbeing literacy and inspire new behaviors with micro-learning content



400+
Healthy Habits

AI-driven recommendations designed to reinforce healthy habits



50+
Digital Coaching Journeys

Digital coaching journeys covering lifestyle topics and health conditions



80+
Challenges

Create positive social dynamics with gamified group challenges



Surveys & Learning

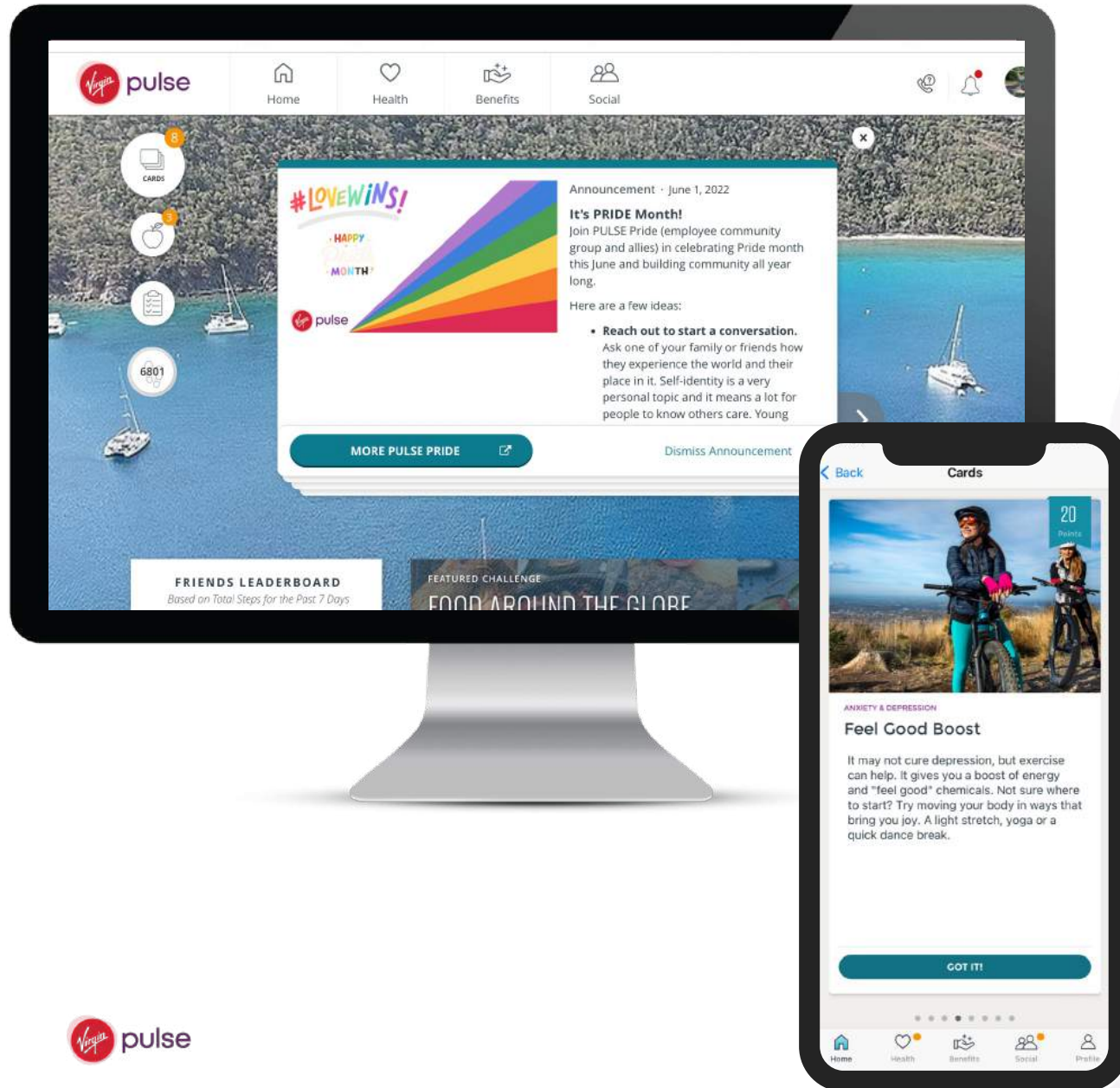
Assess awareness, validate learning or gain valuable feedback



Free Friends & Family

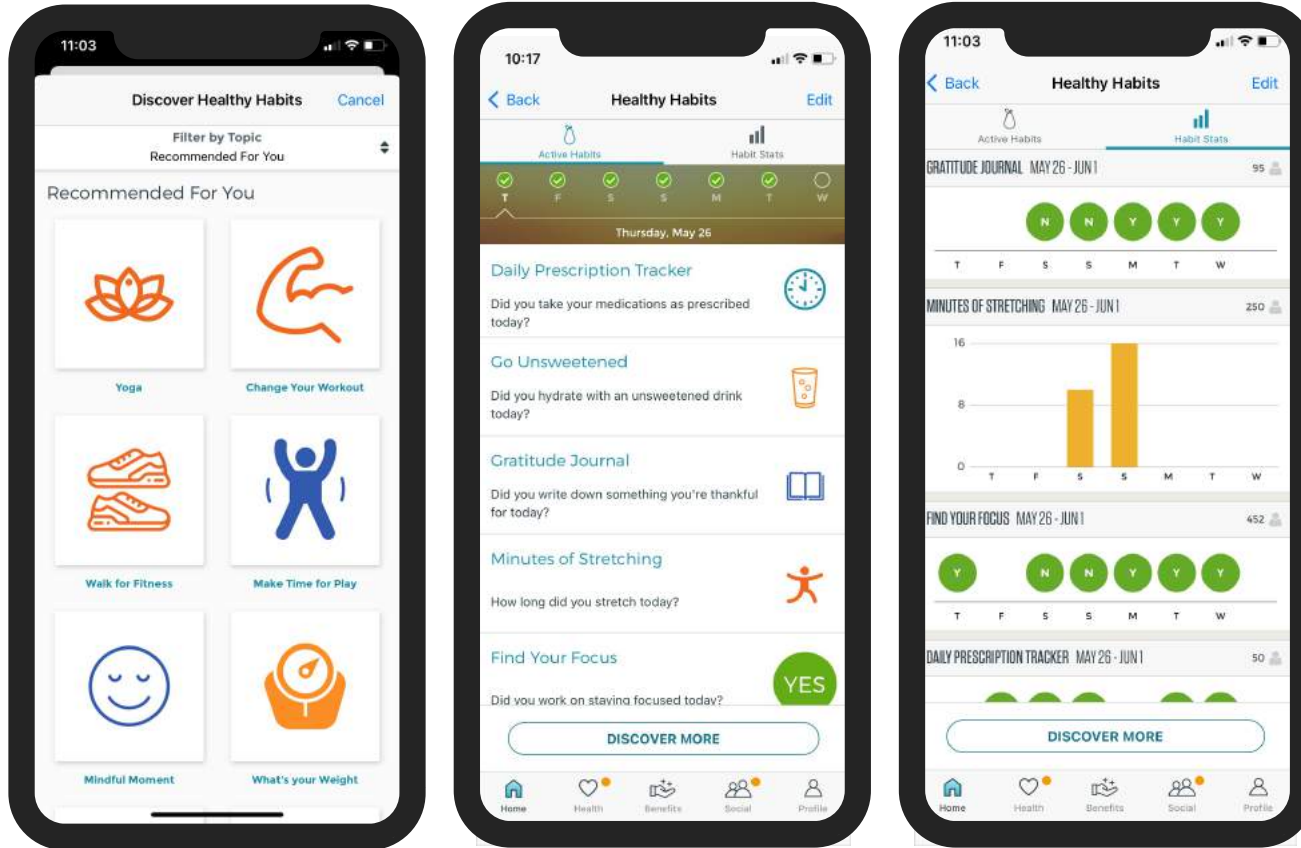
Build healthy social connections and share accomplishments, healthy habits and challenges

Evidence-based content spans 42 health and wellbeing domains



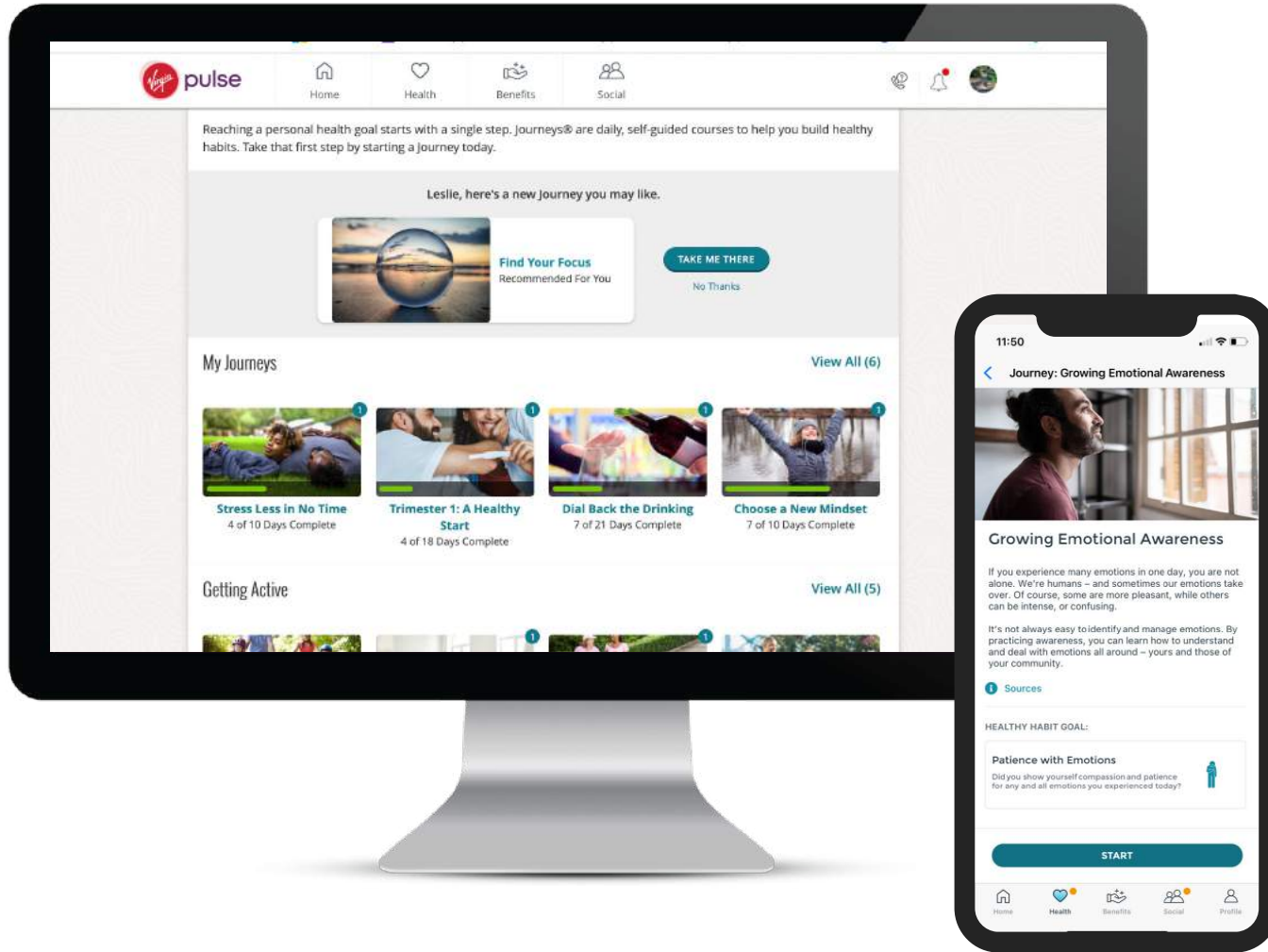
Daily Content Cards

- Cards surface relevant content, programs, announcements and recommendations for members. Daily content cards allow members to explore and discover new personalized tips, improve health literacy and receive rewards for learning every day.
- The “daily” nature of the cards drives small daily wins that lead to big results and long-term behavior change. Members are rewarded for consistent engagement over time.
- Cards are dynamic. As members select their interests and the platform obtains biometric/HRA/claims data, it learns what is meaningful for each member and promotes content, actions and programming that is relevant & desired.
- Ability to configure card content by location, sector, job function, health status, interests, and more! Hundreds of automatically generated cards spanning all 42 areas of health & wellbeing, plus you may publish custom cards promoting custom content, corporate initiatives, wellness tips, and relevant company programs & events.



Healthy Habit Tracking

- Artificial intelligence fuels a truly personalized experience and recommends habits that a member is likely to engage with and adopt.
- Make it easier for members to discover and build new habits with 400+ healthy habit trackers available, and the ability to custom create your own!
- These trackers may be used on a personal level to encourage adoption of new habits, or you may invite friends and turn it into a group challenge!
- Drives greater engagement in program overall
- Leverages one of the largest data sets in the industry to fuel machine learning and make intelligent recommendations for members



Digital Coaching Journeys®

Behavior change system to build new, healthier habits, one small step at a time

Multi-week, guided courses that help employees successfully form and adopt new healthy habits.

- ✓ Globally available in 22 languages
- ✓ Fully integrated and seamless experience
- ✓ Choice of 42 different topics and health conditions including reducing stress, managing diabetes, pregnancy, embracing diversity, alcohol use, tobacco free, and back pain, to name a few
- ✓ Thoughtfully paced with daily actions and literacy to ensure sustained engagement (unable to complete in just one day)
- ✓ Available to all, though appropriate journeys will be promoted where relevant by our recommendations engine via daily cards, our centralized benefits page, and our Health Engagement Guides (optional)
- ✓ Journeys are core to the Virgin Pulse offering without any added cost

Journeys Increase Habit Adoption and Prevention



Clinically-sound – Content is clinically reviewed by certified health coaches and subject matter experts to ensure alignment with established best practices and evidence-based guidelines.



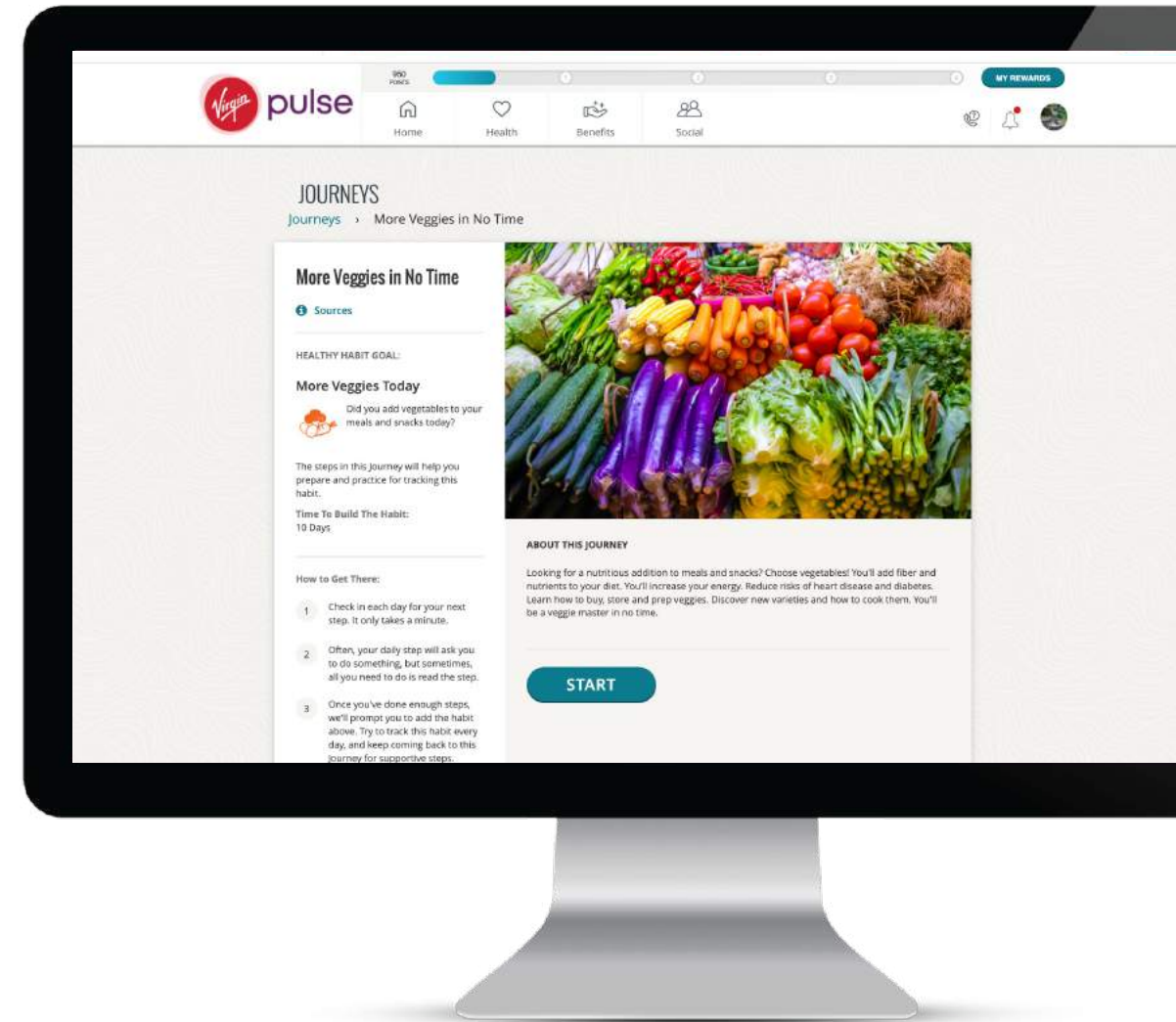
Choice and Convenience – Journeys easily fit into daily life. Employees can commit to specific, small steps that appeal to their personal interests and form habits in just minutes a day.



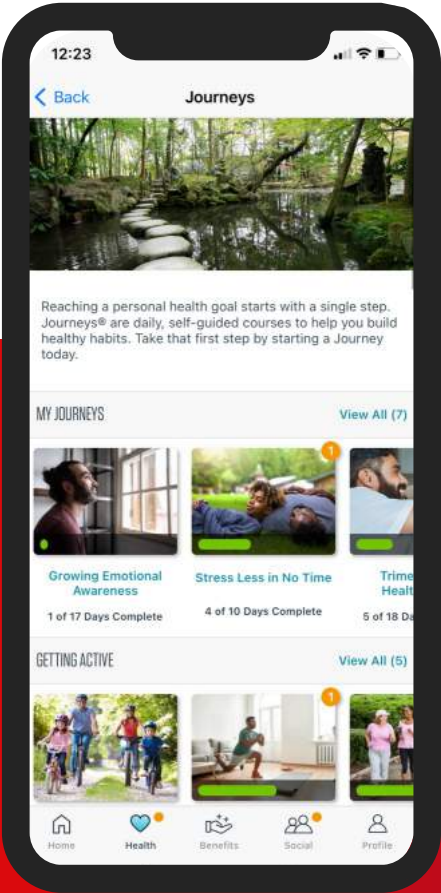
Confidence Builder – Small wins are reinforced and celebrated in Journeys, helping employees maintain momentum and build on their success.



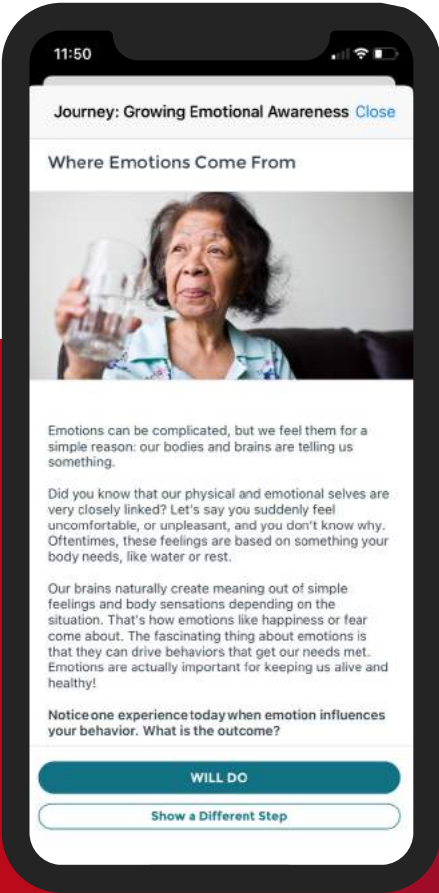
Gamification – Rewards reinforces new habits as they are formed. The entire experience is simple, fun and interactive in order to keep employees engaged and motivated.



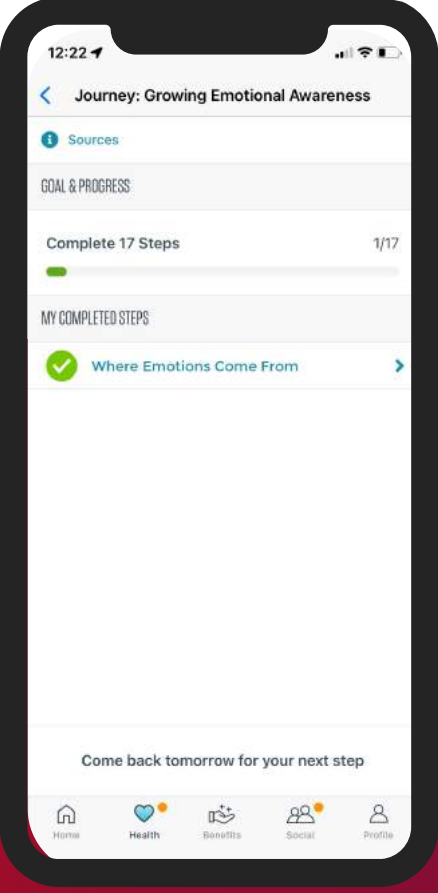
A Look At Digital Coaching Journeys



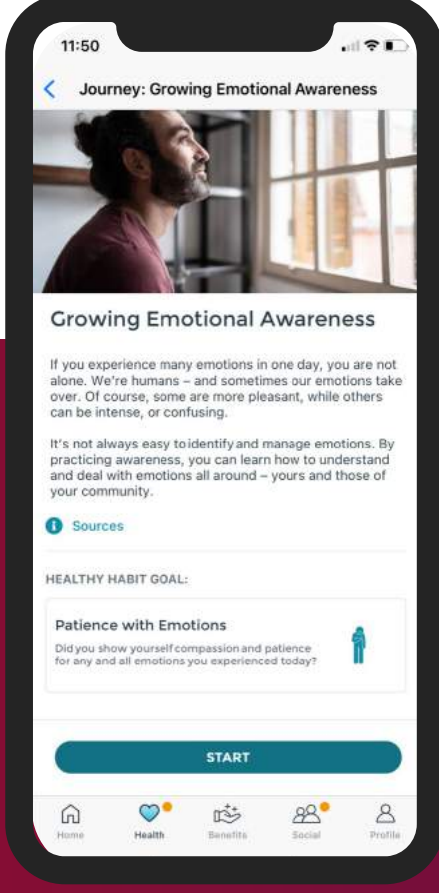
Wide range of topics



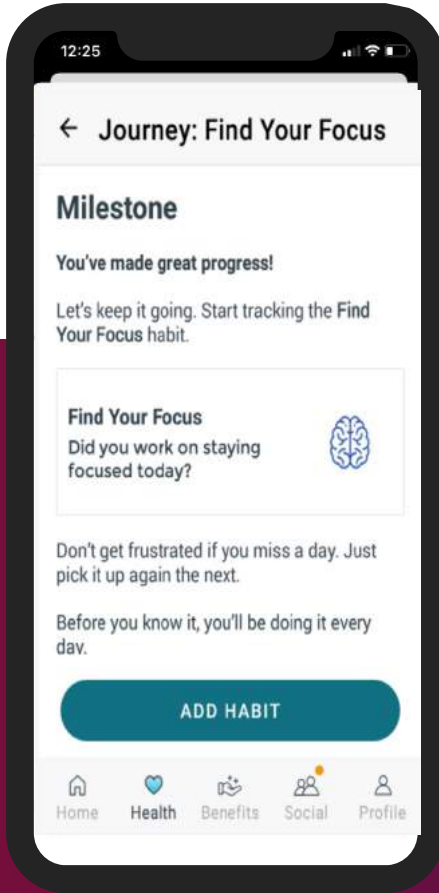
To improve health literacy



In a series of steps



Forming new habits



With support & encouragement

Journeys[®] Topics for Health Goals, Conditions & Situations

Getting Active

Move to Improve
Fit as a Family
Getting Strong at Home
Walk Your Way to Fitness
Ramp Up Your Workout

Eating Healthy

Fit in More Fruit
More Veggies in No Time
Go Mediterranean
Eat Like a Mediterranean
Smart Portions

Sleeping Well

Plan for Sleep
Get Back to Sleep
Ready Your Room for Sleep
Calm Your Mind for Sleep
Sleep for Parents

Health Situations

Beat the Blues
Dial Back the Drinking
Live Healthy: Blood Pressure
Live Healthy: Cholesterol
Live Healthy: Diabetes

Reducing Stress

Stress Less in 10 Minutes
Choose a New Attitude
Three Ways to Lower Stress
Make time for Play
Find Your Focus

Managing My Finances

Stash Some Cash
Shrink Your Debt
Organize for Financial Fitness
Maintain Financial Fitness
Financial Fitness: Plan for Emergencies

Being Tobacco Free

Consider Quitting
Prepare to Quit
Ready, Set, Go Smoke-Free
No Thanks, I'm Smoke-Free
Stay on Track, Stay Smoke-Free

Pregnancy

Trimester 1: A Healthy Start
Trimester 2: Keep it Up
Trimester 3: Finish Strong

COVID-19

Build a Solid Routine
Make an Advanced Care Directive
Self-Care During COVID-19

Heart & Lung Health

Breathe Easier With Asthma
Live Better with COPD
Live Well With Heart Failure
Live Better With Coronary Artery Disease

Back, Muscle & Joint Health

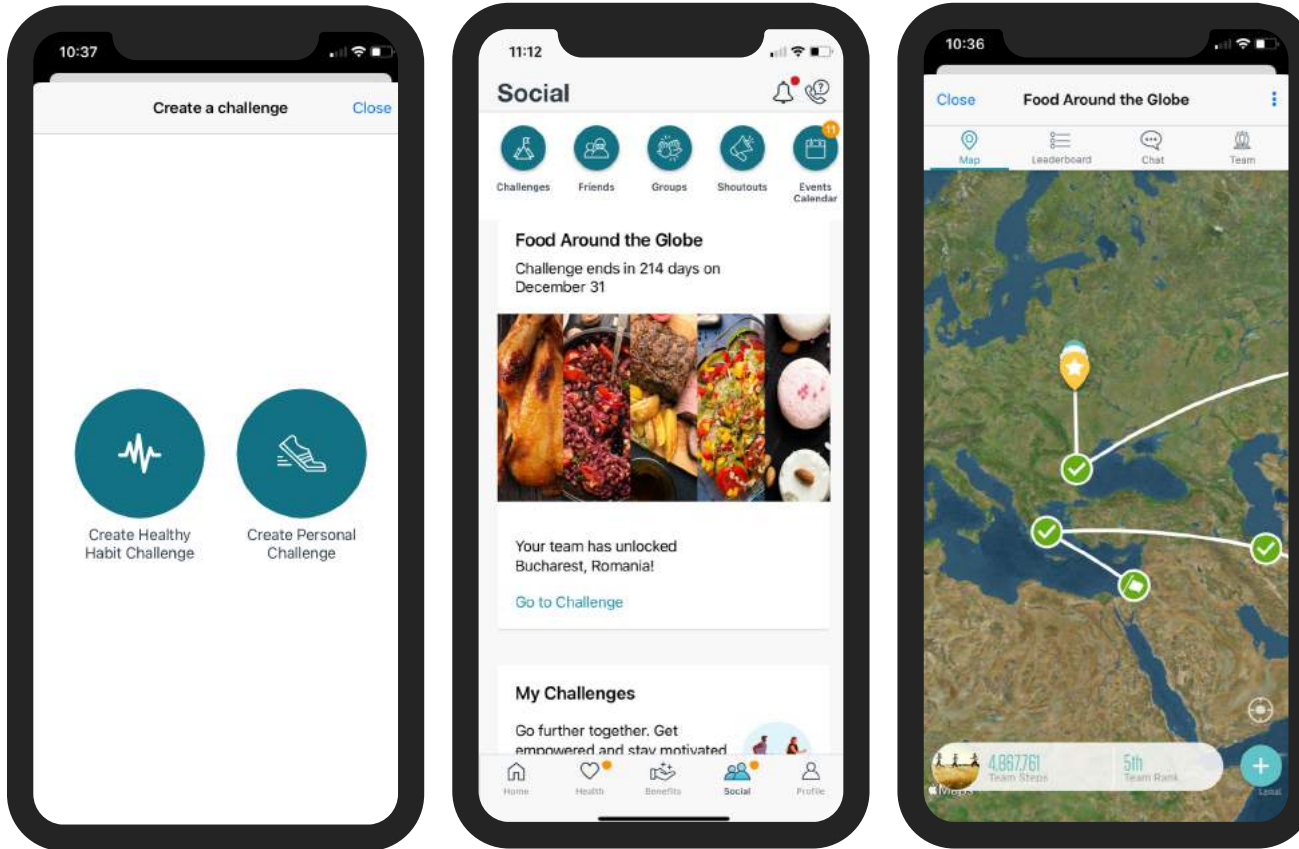
Beat Lower Back Pain
Ease Arthritis Pain
Move Better With Arthritis

Embracing Diversity

Explore Your Identities
Talk About Race

Challenges

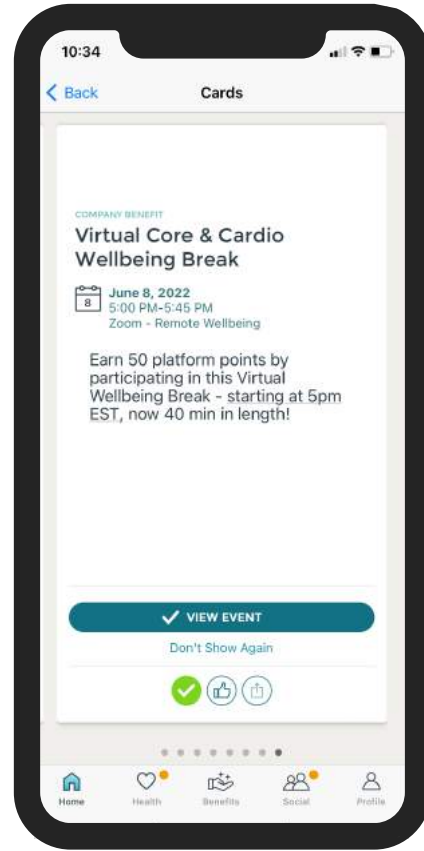
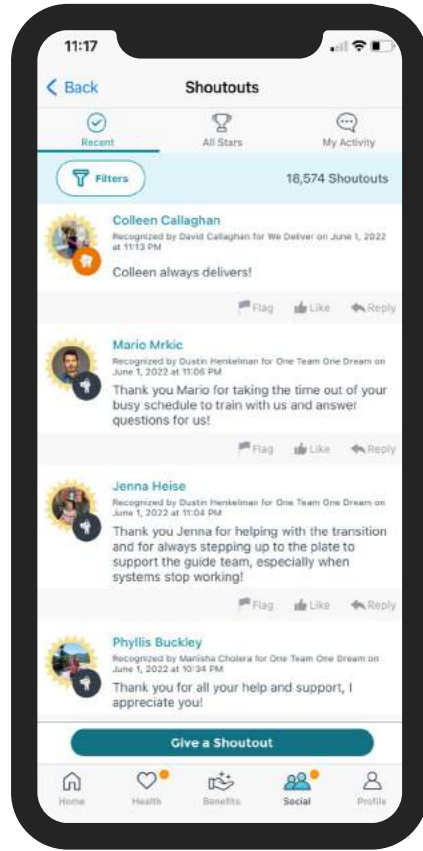
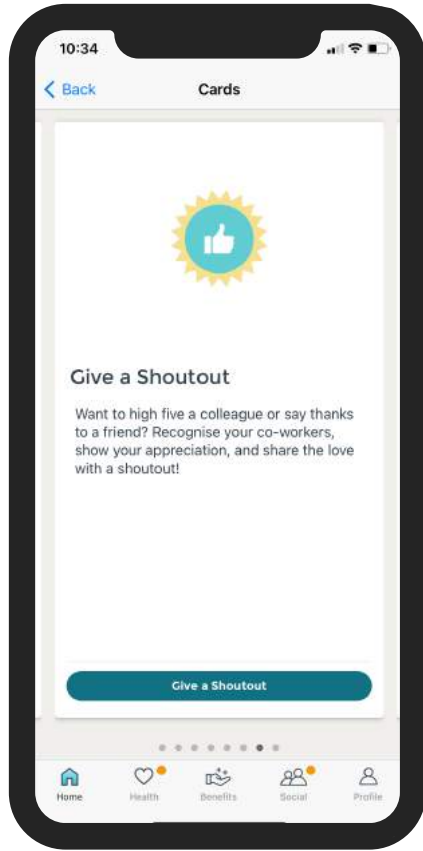
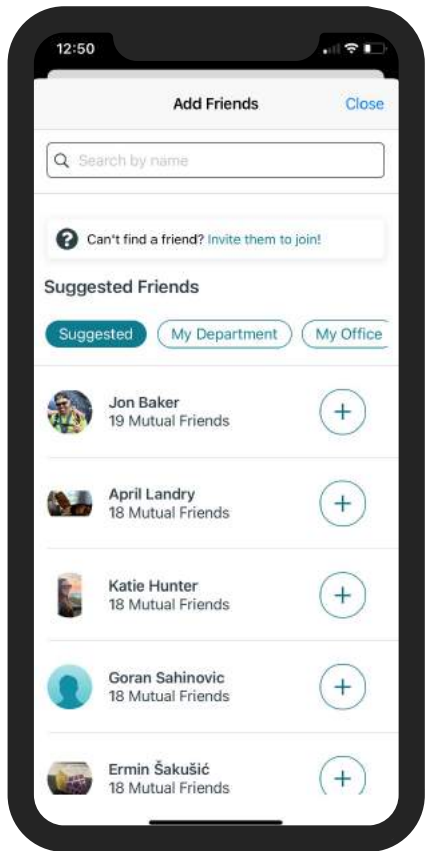
We offer a diverse library of company, group, and personal challenges to ensure friendly competition and increase engagement amongst one another, all of which are accessible via desktop or mobile app. Choose one from our library, or have us create a custom challenge just for you!



- Steps & activity based challenges
- “Destination” challenges (as shown here) where teams or individuals are racing to a destination
- Staged challenges, where participants unlock new content along the way as they reach a new stage
- Spotlight challenges reaching beyond activity (mindfulness, finances, sleep & more)
- Promoted healthy habit challenges spanning all 42 health & wellbeing content categories
- Create a challenge for a subset of the company, or everyone company wide.
- Individual or peer to peer challenges can be created by users on the fly

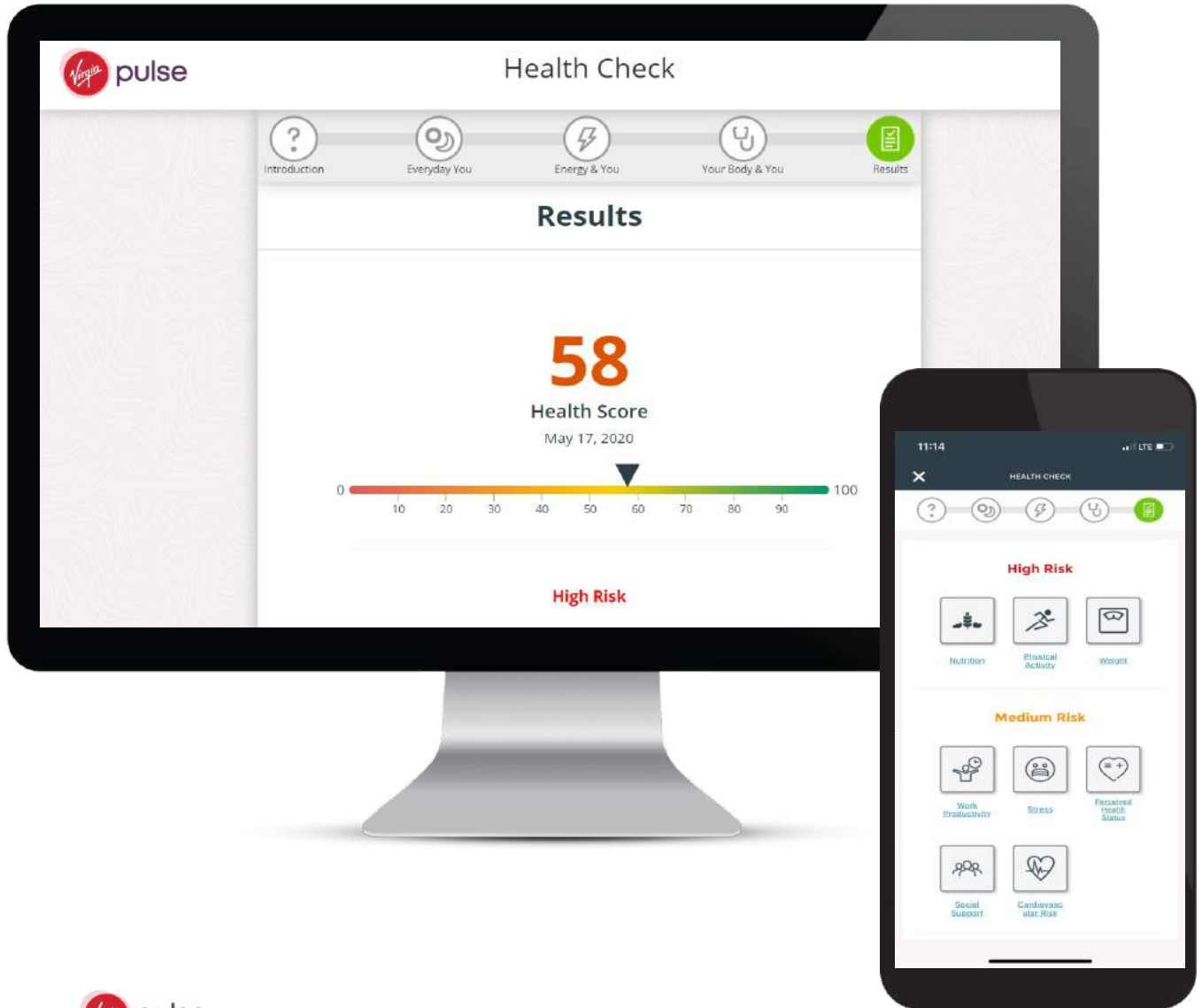
Friends, Recognition, Events & Social Support

Studies have shown that workplace friendships, and even friendly workplace interactions, can boost job performance, improve culture and foster trust. With clinical research and published outcomes, we've proven that fostering social connections and supporting social wellbeing spreads better health.



Virgin Pulse's social experience makes it easy to connect with others using fun, inclusive social features, such as friends-connections, social groups, peer shoutouts, and engaging in relevant events!

In addition to a simple interface to connect with friends in their organization, **we also allow every member to invite up to 10 outside friends and family members to join them on Virgin Pulse – for FREE!**



Health Check is Virgin Pulse's flagship global health assessment.

It uses NCQA certified content to offer members a fresh look at their lifestyle and personal health.

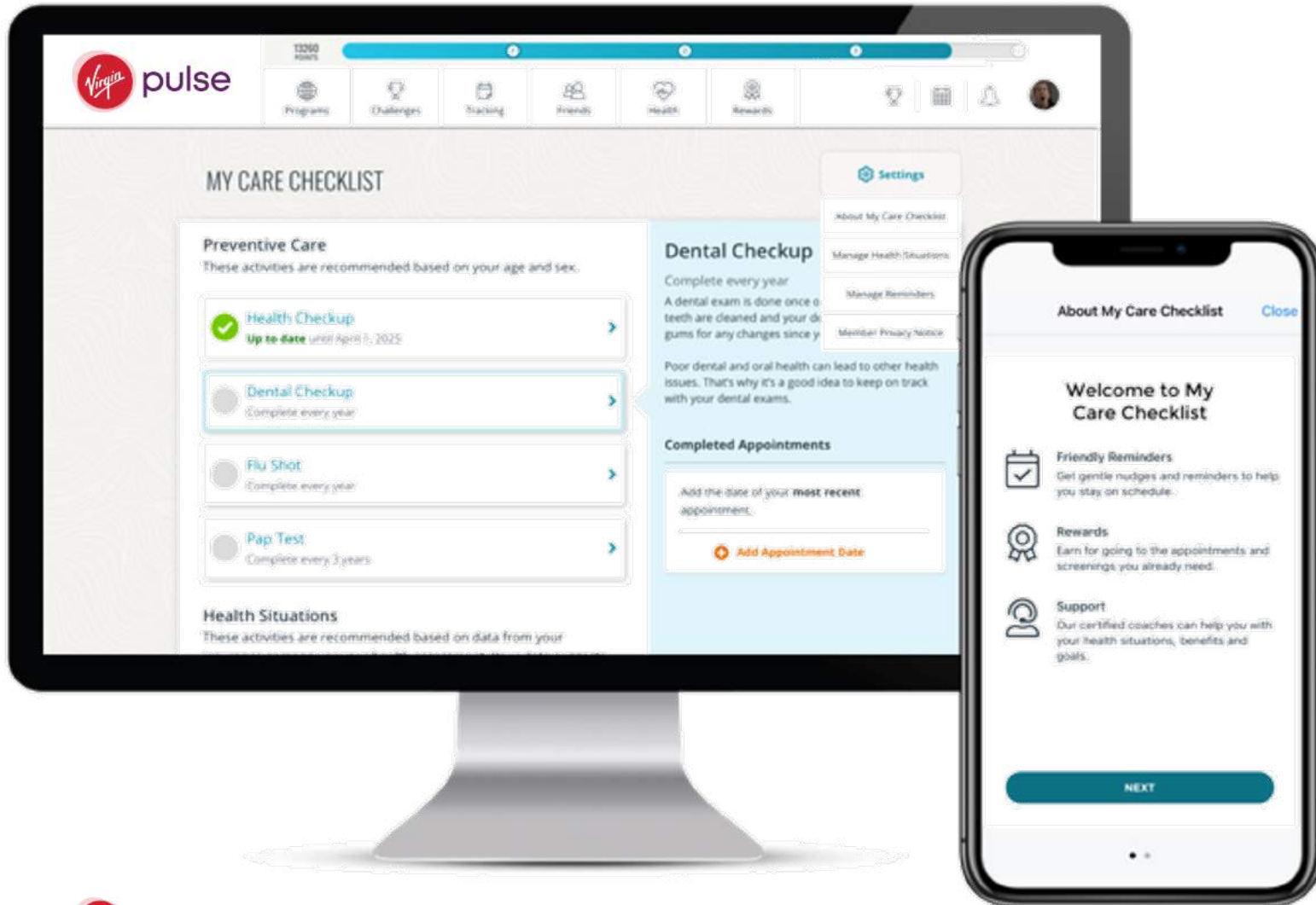
It's a dynamic evidence-based tool that educates members about their health risks and guides them to improve their health and wellbeing.

Other surveys you'd like to deploy? No problem! Leverage our custom survey tools to easily survey your employees or subsets of the population.

My Care Checklist for Gap Closure

Gap Closure Experience to Help Members Stay on Top of Preventive Care and Health Situations

Improves health literacy by leveraging a wide data set (such as claims, consumer data, eligibility, HRA results) to recommend personalized preventive care screenings, exams and vaccines to help members avoid illness, absence and health situations.



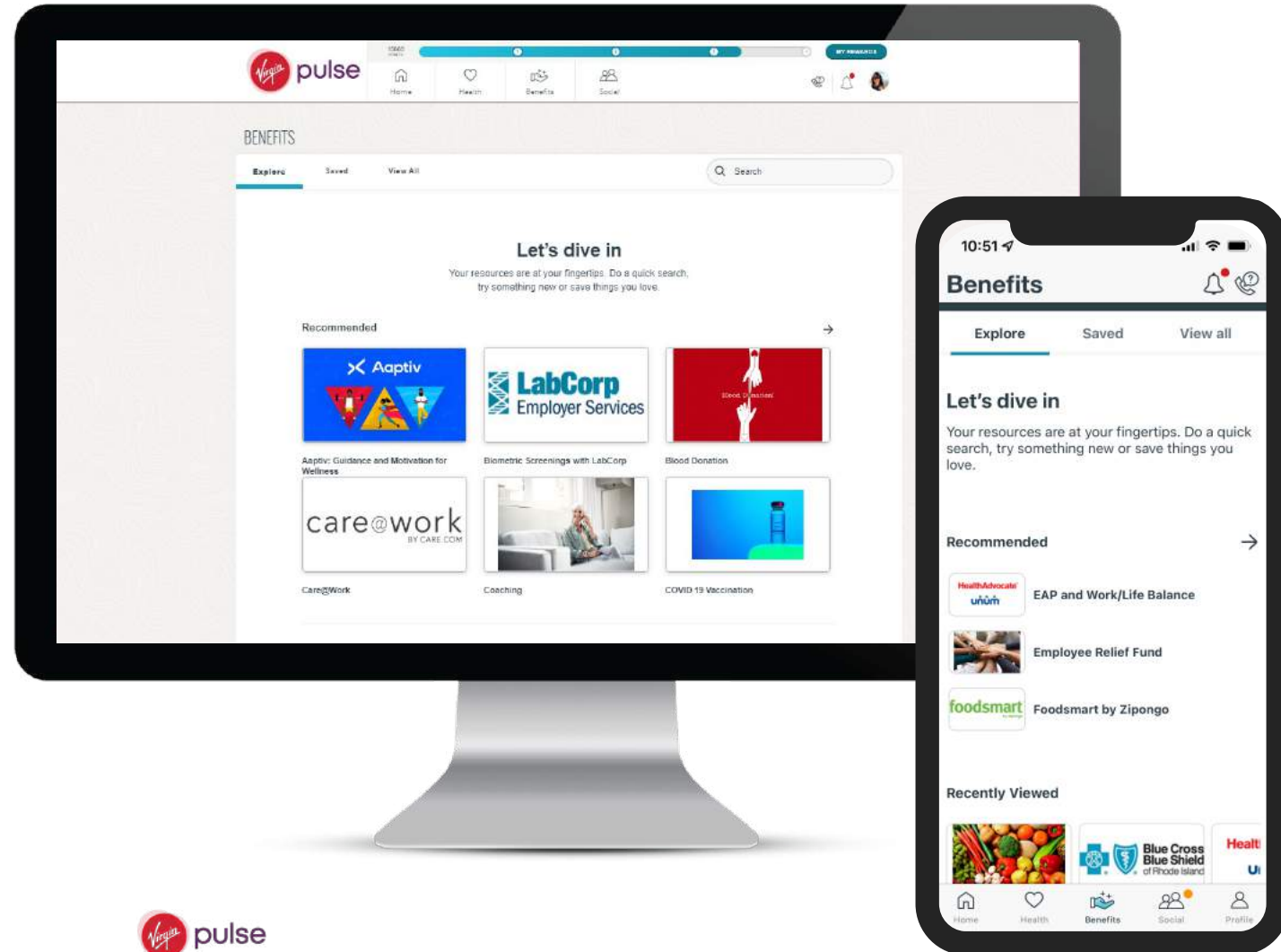
Promoted Programs & Benefits

Homebase for Health is a one-stop shop to house all programs, benefits, and partners available to a member. Leveraging our rich segmentation capabilities, members will only see what is relevant and available to them.

Virgin Pulse offers standard content for platform features to be hosted on the Benefits Page, in addition to all of our certified and authorized partners as optional programs clients may take advantage of.

Clients have the option to add custom tiles for their supported programs and benefits, giving members the ease of accessing all of their relevant information in one place.

Relevant programs and benefits, regardless of source, are also promoted on the homescreen via daily cards as a members next best action or recommended program.

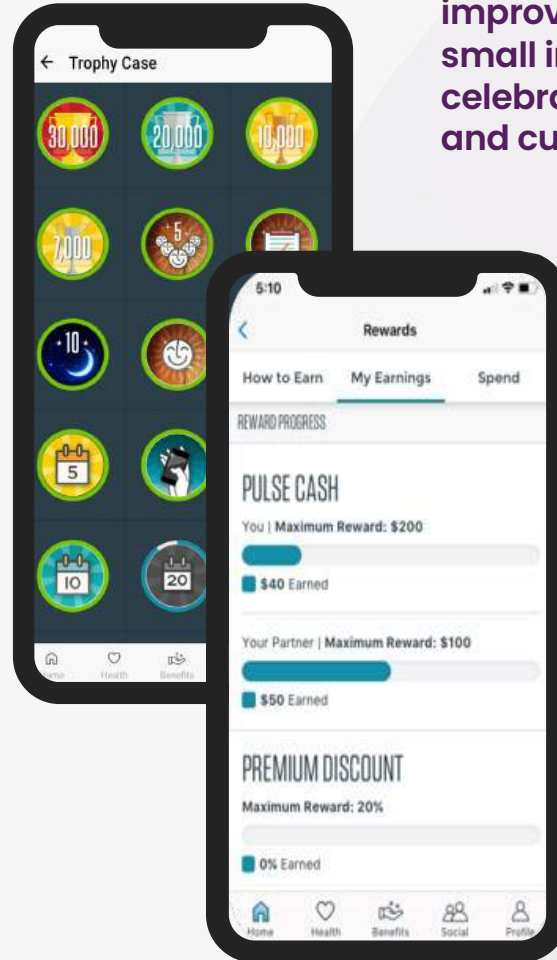


Gamified Experience & Incentive Administration

While we recognize the importance of extrinsic motivators (such as rewards) to inspire enrollment and initial engagement, our platform’s behavior change mechanics depend on the cultivation of intrinsic motivation.

Our platform meets employees where they are in their personal health journey, encourages small daily improvements in health behaviors, and rewards these small interactions with points, social recognition, celebrations and leaderboards for positive reinforcement and cultivation of intrinsic motivation.

Extrinsic Rewards	Intrinsic Rewards
PulseCash 	 Loved Ones
Merchandise 	 Competition/Connection
Charity 	 Virtual Trophies
Gift Cards 	 Progress
HSA Deposits Premium Credits 	 Feeling Better



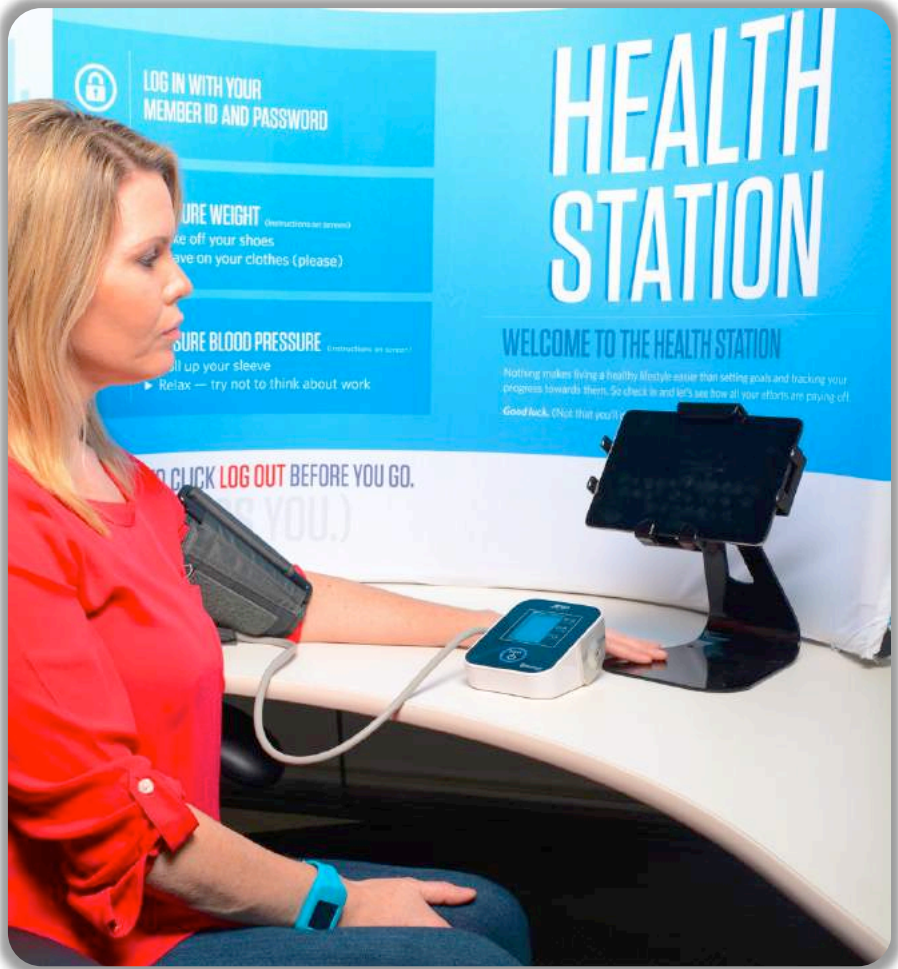
Our flexible incentive points system allows clients to choose how best to reward employees based on your culture & budget

- **Intrinsic and Extrinsic:** These types of rewards are both valuable and equally important to have in your program design.
- **Understand the population:** Reward your members based on what motivates them
- **Slow & Steady:** Offer incremental & frequent rewards or celebrations for participation, progress, and completion
- **Choice:** When possible, offer choice to make the reward feel personal

Ecosystem of Aps, Devices & Virgin Pulse Health Stations

We follow a device- and app-agnostic strategy, allowing members to select the devices and apps that suit them best. Once connected, data (steps, activity, calories, etc.) from the device or app will automatically sync to our platform!

We also offer our Virgin Pulse Health Stations for members to measure their weight, blood pressure, and BMI easily, accurately, and privately. This device, which includes an iPad/desktop computer, weight scale, blood pressure cuff, and privacy panel, is mobile and can be set up at multiple locations and sites throughout your campus.



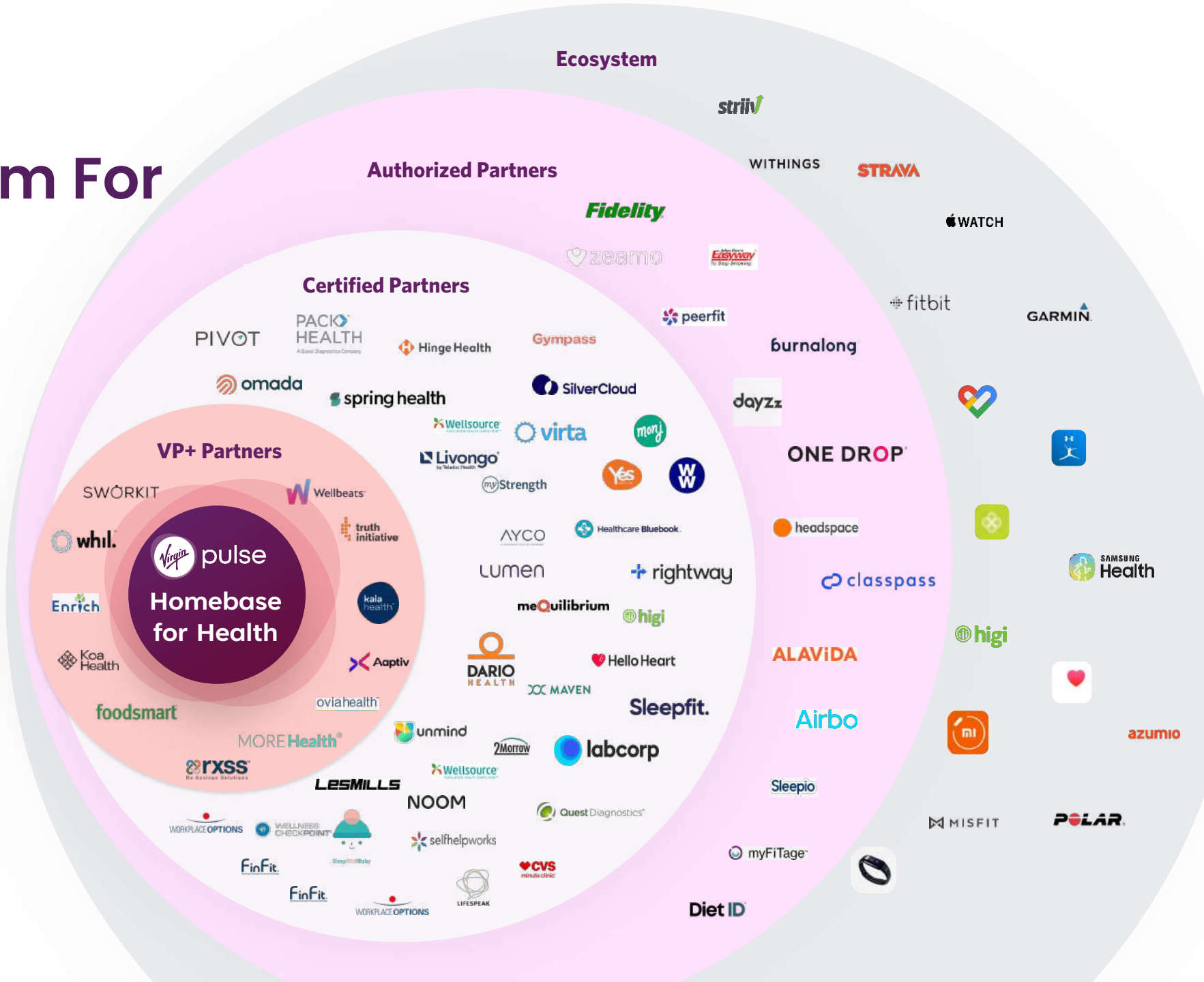
Partner Ecosystem For Expanded Reach

Our Homebase for Health® is a simplified “one-stop” health and wellbeing experience for employees.

We make it easy for members to engage with the apps and devices they already know and love, or discover relevant, client sponsored 3rd party programs and point solutions for continued health improvement.

The Virgin Pulse Partner Ecosystem is comprised of the following types of Partnerships:

- Authorized: Pre-built integrations & referral based pricing
- Certified: sold, contracted & priced through VP with pre-built integrations
- VP+ Bundles: Certified partners that are offered via bundles at a 60% discount off market rate.



[Click here to learn more!](#)

Multimodal Human Connection

For timely coach support when it's needed most

Seamless experience

- ✓ Telephonic AND in-app messaging conversations
- ✓ Easy web and mobile scheduling
- ✓ Inbound access to coaches
- ✓ Unlimited messaging



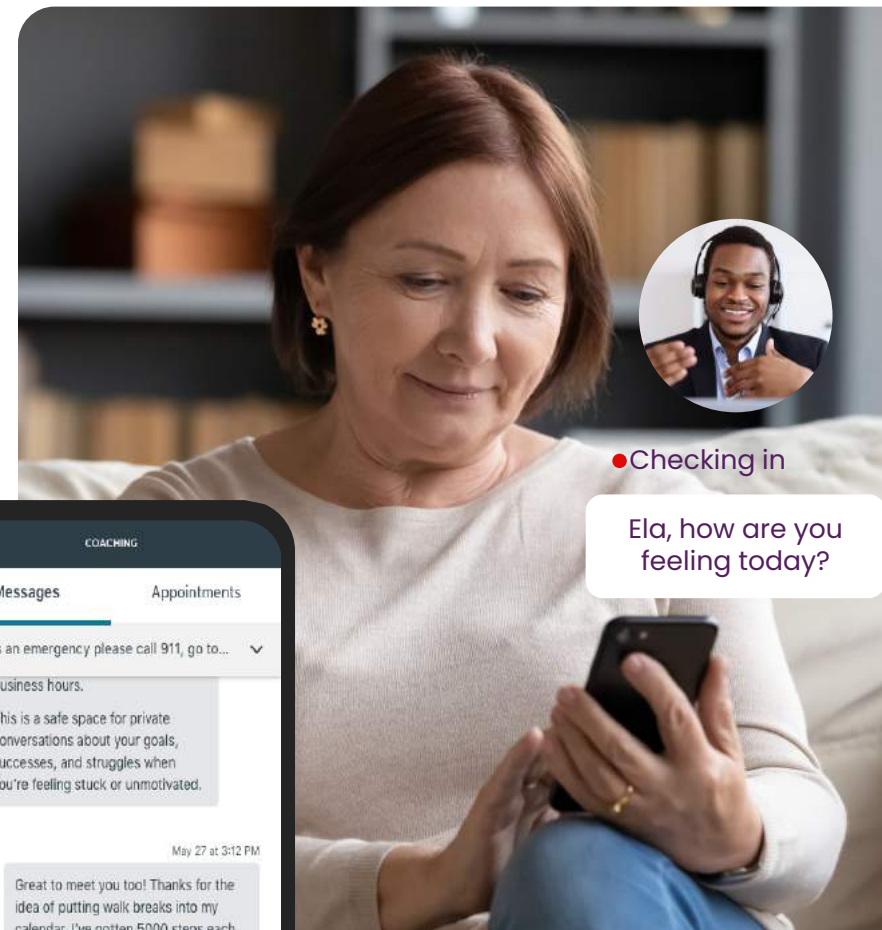
Our coaches

- ✓ Personal Trainers
- ✓ Nutritionists
- ✓ Social Workers
- ✓ Financial Coaches
- ✓ Psychologists
- ✓ Nurses
- ...And more!



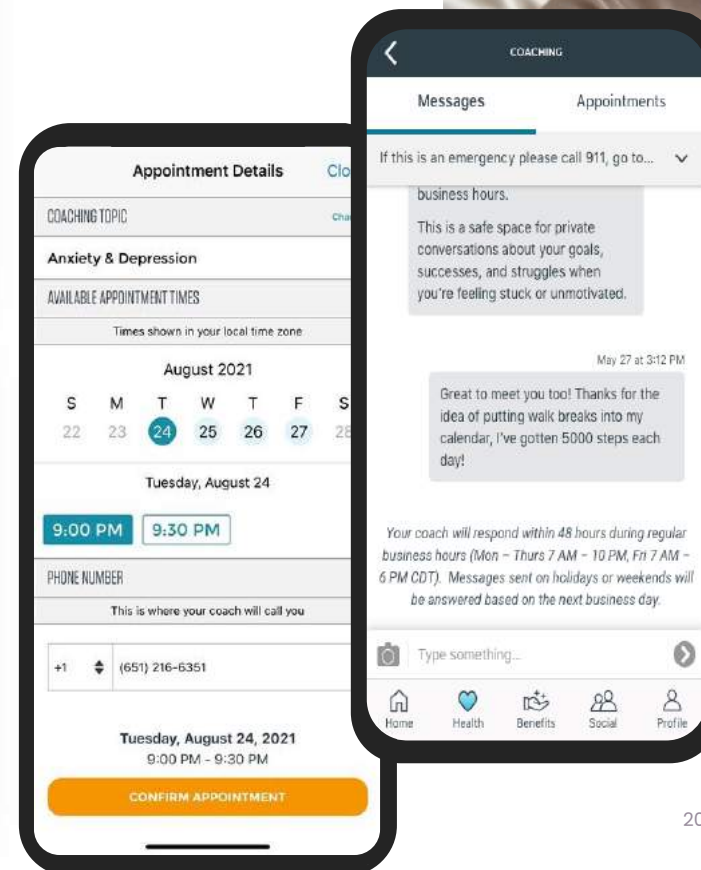
Best-in-class coaching

- ✓ Telephonic coaching, dedicated onsite support and/or digital in-app messaging support
- ✓ Total Population Health Coaching (Lifestyle + Condition topics)
- ✓ Blending the best in coaching and behavior change science
- ✓ 100% in-house, with robust training, quality oversight, and ongoing innovation
- ✓ Holistic, person-first approach focusing on trust & rapport
- ✓ Primary coach model – same coach for continuity
- ✓ Flexible hours accommodate participants' busy schedules
- ✓ Proactive outreach to engage those who need it the most



•Checking in

Ela, how are you feeling today?



APPROVED TRAINING PROGRAM

Guides: People For Your People

One-stop shop for personalized consultation on maximizing the experience, navigating resources, and defining the next best step. Health journeys can be overwhelming without direction. We'll guide members to their best path forward.

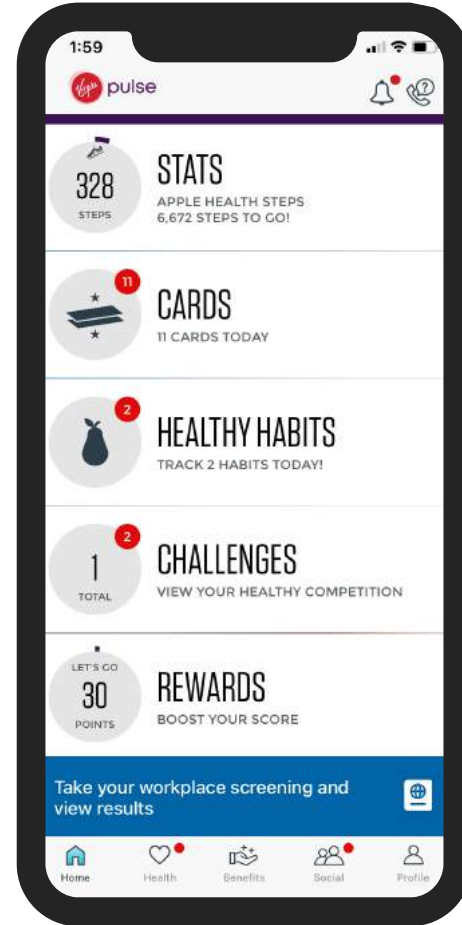


- Guides help members:**
- Navigate & understand the most relevant benefits and programs available
 - Personalized review of health assessment and health screening results with education on associated health risks & clear next steps
 - Provide clarity on wellbeing program, rewards, and related benefit support
 - Raising awareness and making next steps actionable for all

3x Higher initial engagement

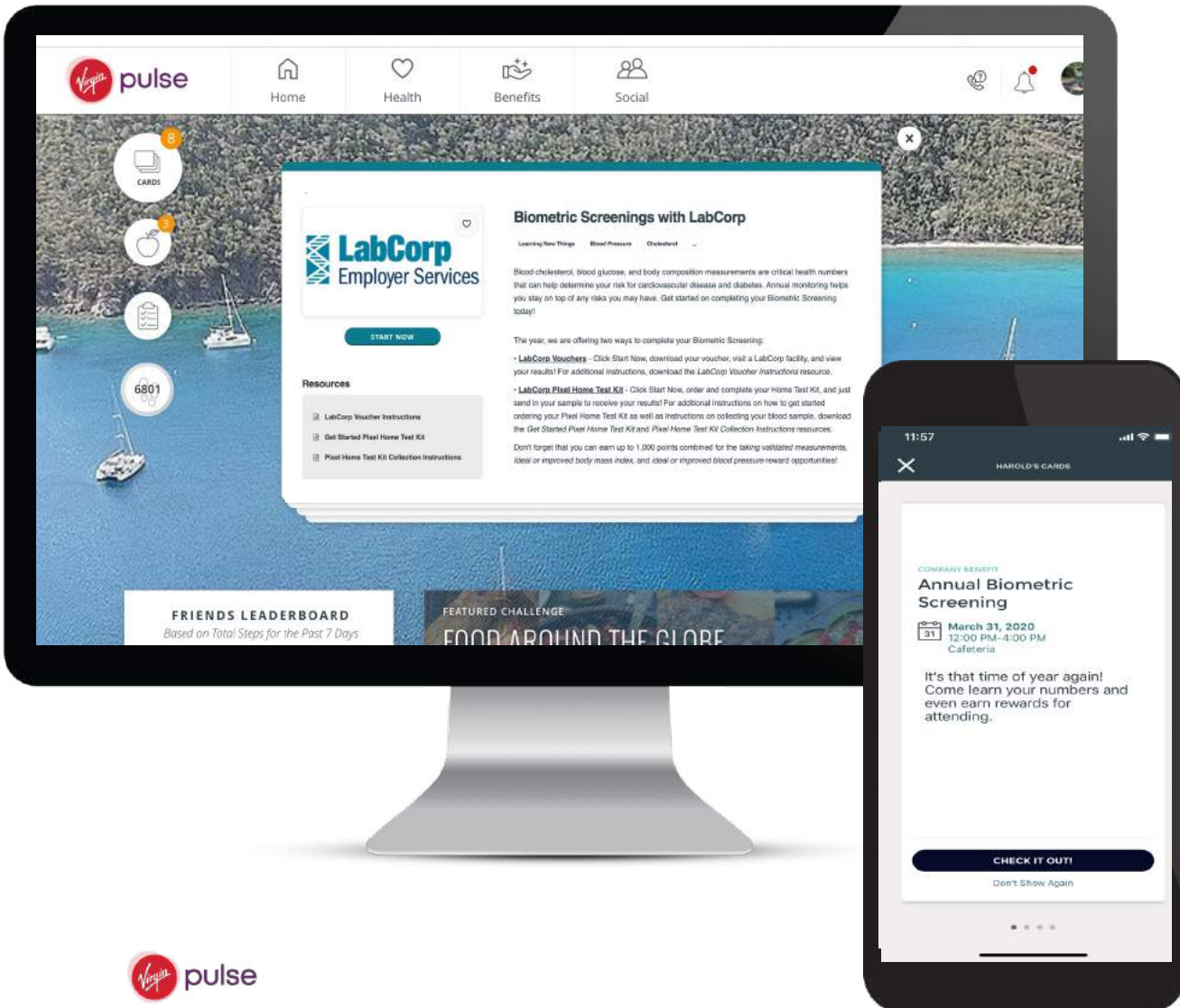
5x Higher 6-month engagement

Concierge guidance to best-fit available resources by highly trained health educators with advanced degrees and expertise



Biometric Screenings

Best-in-class partners LabCorp & Quest offer both onsite, offsite and blended screening & vaccination options that reach every employee in any circumstance and situation.



On-site Screening Options:

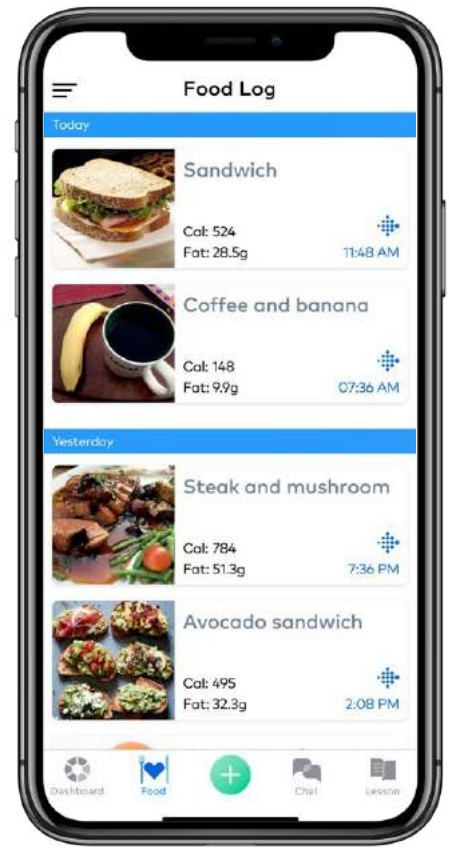
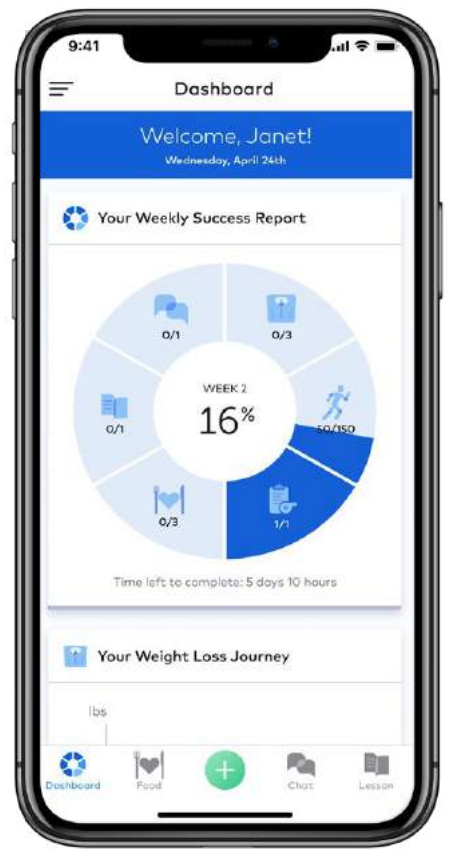
- Screening Services: Fully staffed & planned by VP
- Flu Shot Clinics: standalone or add-on
- Covid Testing & Temp Scans
- International Onsite Events: Fingerstick screenings via FirstWellness + Quest Diagnostics

Off-site Screening Options:

- At-Home test kits
- PCP Forms
- Lab Vouchers – Venipuncture, Quest & LabCorp
- CVS Minute Clinic Vouchers
- Walgreens/CVS/Walmart Flu Shot Vouchers

Member Experience

- Pre Screening: Automated yet customized event communications, online registration, appointment scheduling & reminders – plus a variety of options/ways to promote
- Post Screening: Auto-populated screening results, set goals based on individual health information, and receive incentives offered for completion



VP Transform

Virgin Pulse offers proprietary digital therapeutics addressing prediabetes and weight management.

Transform combines the best of smart technology, consumer-friendly tools and a specialized coaching team to achieve industry-leading engagement and outcomes.

Delivered in 2 phases, Transform Core – four months – helps participants build habits for life through weekly learning sessions related to:

- Sustainable weight loss
- Physical activity
- Healthy eating
- Emotional and mental resilience

Transform for Life – 8 months – provides maintenance programming to reinforce new healthy behaviors:

- Ongoing learning and coaching sessions
- Focus on maintaining a healthy lifestyle



Easy-setup wireless scale



Mobile-first delivery



Remote activity tracking



Full CDC recognition



Private online peer group



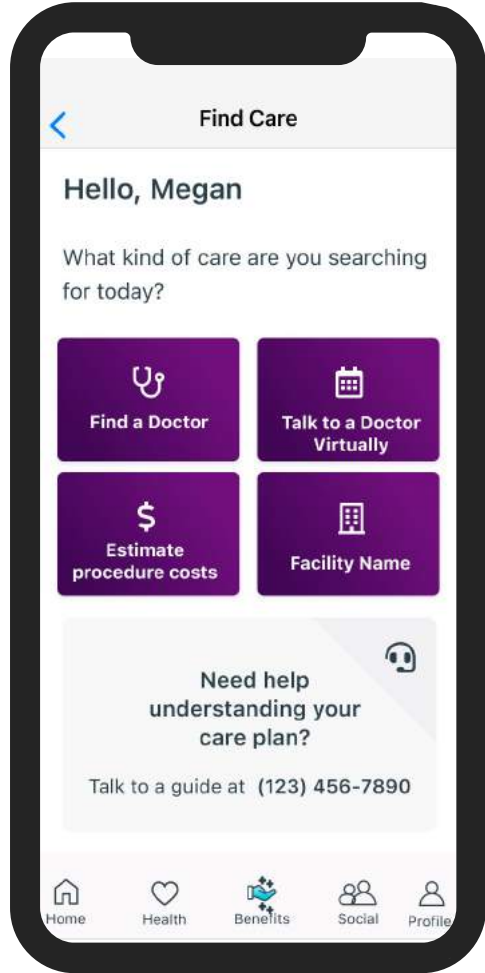
Dedicated health coaches

Vehicles for Engagement

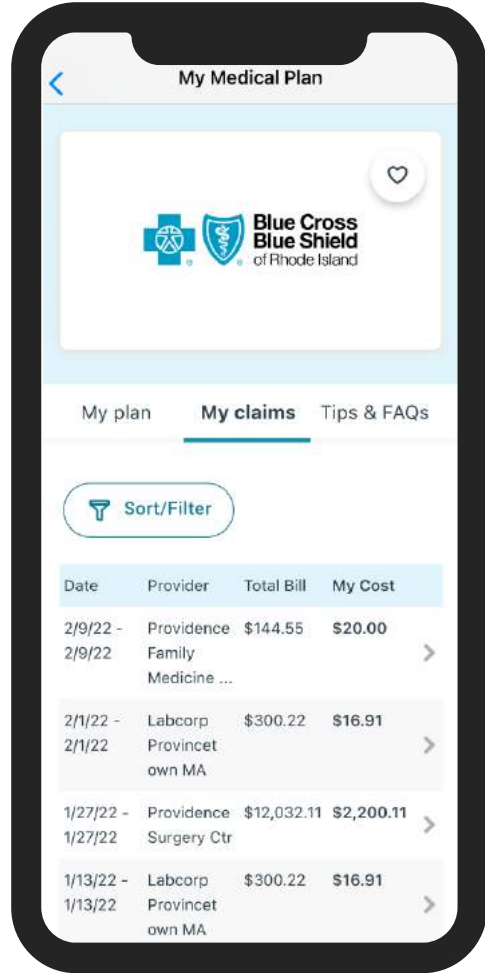
Optional Add-On

VP Navigate with Transparency

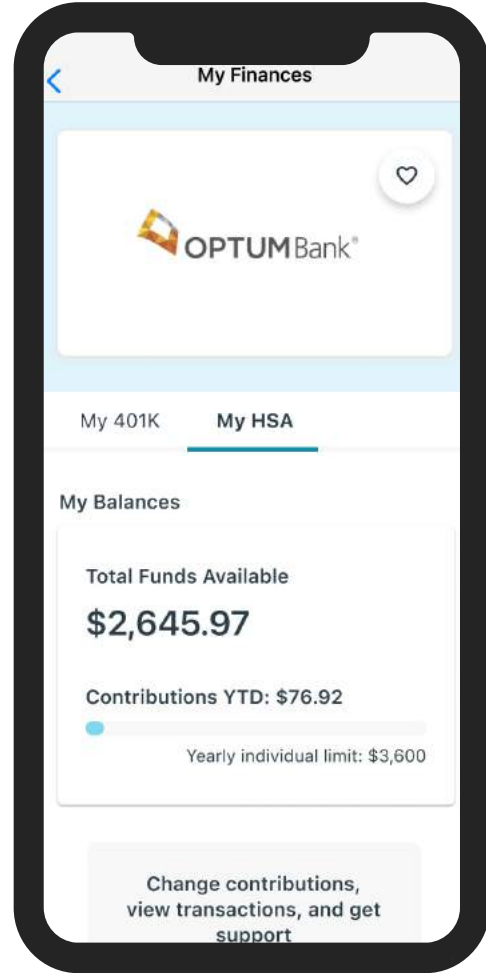
Integrated medical plan details, provider search & transparency tools



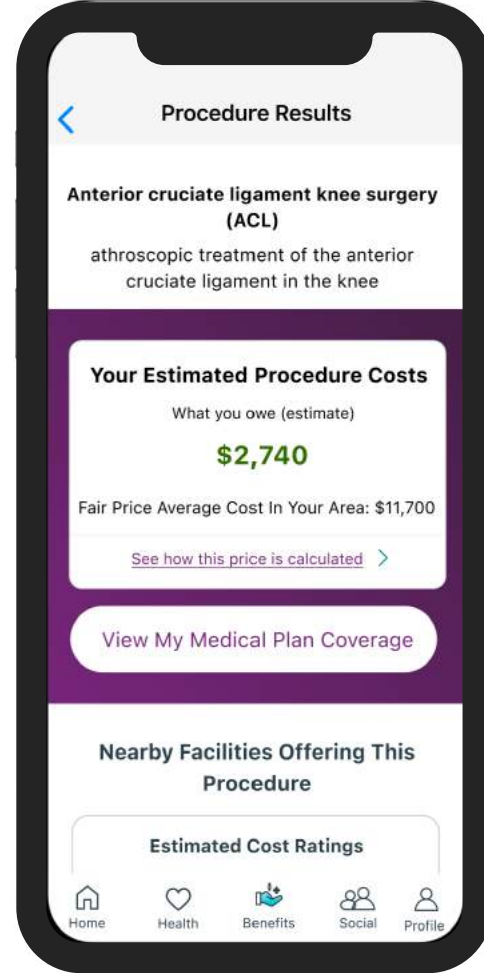
Find Quality Care with Centralized Search feature or Talk to a Doc Virtually



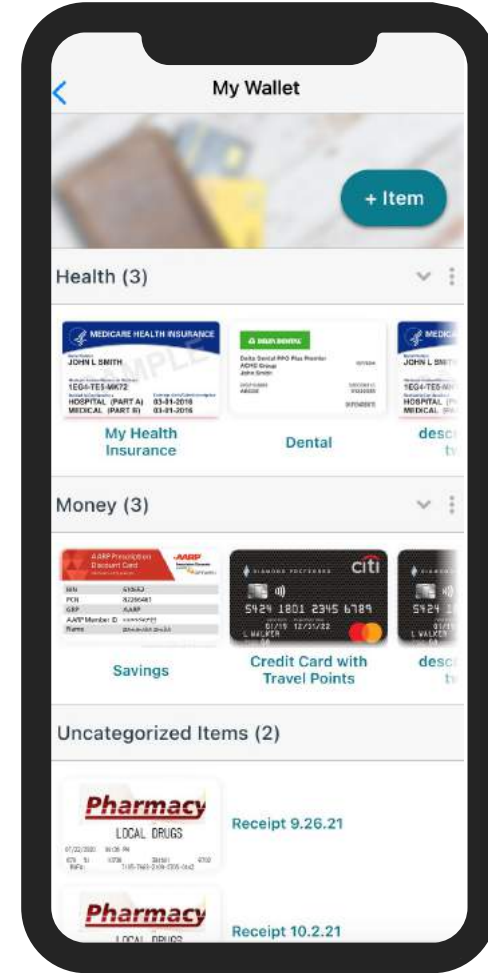
Medical Plan Summary, FAQ, Tips & Recent Claims



View Monetary Balances for Benefits



Find Quality Facilities & Estimate Procedure Costs



Wallet for Storing Medical ID Cards & FSA Cards or Money

Strategic Multi-Modal Communication Strategy

Member Driven Messages

Targeted emails, timely push notifications, and platform site popups are based on member interests, personal goals, platform activity, and program milestones.

On-Demand Engagement

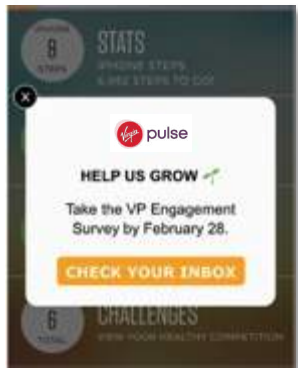
Access a digital marketing library, manage the events calendar, configure challenges, and deploy relevant communications to specific populations.

Custom Communications

Collaborate with your CSM to develop your Annual Communications Strategy and support your unique program design with unique promotions, special events, and targeted campaigns.

Offline Engagement & Events

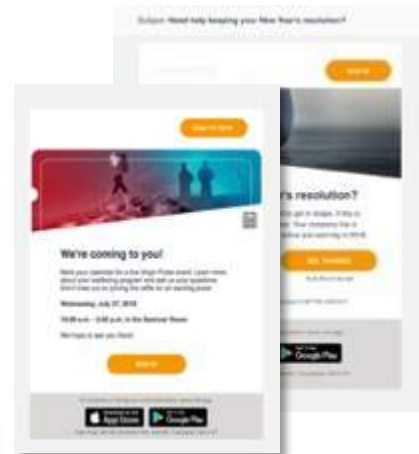
Engage hard-to-reach populations, offline employees and specific site locations with a variety of tactics like onsite screenings, lunch and learns, and sponsored events.



In-app Reminder - Mobile



Push Notification iPhone



Emails



Multi-Modal Custom Campaigns



Home Mailers & Postcards



Posters

Exceptional Experience

Creating a seamless and personalized health & wellbeing destination

High Engagement

50% More than 50% Sustained engagement

Small steps

70 Average seconds of each interaction

Daily habits

6 Average 6 interactions per day, 21 days per month

175k Rave reviews

4.9 of 5 Stars from the Apple App Store

App Store



Virgin Pulse 4+
Virgin Pulse, Inc

4.9 out of 5 175k Ratings

