



National
Business
Group on
Health

BEST *EMPLOYERS*

for Healthy Lifestyles

2009

INSTITUTE ON
The Costs
AND **Health**
Effects
OF **Obesity**

Awards Program

June 24, 2009

The Ritz-Carlton, Pentagon City



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Fostering Excellence through Competition

The National Business Group on Health believes that the best ideas emerge in a competitive environment. Programs that produce measurable and long-term changes in employee behavior provide both an example and a challenge to other Business Group members. It is essential that we celebrate these achievements and allow them to inspire us, especially now when Americans are in a state of declining health for the first time in history, and two-thirds are overweight or obese.

In this spirit, the *Best Employers for Healthy Lifestyles* awards program, now in its fifth year, rewards those organizations that have found creative solutions to advancing the well-being of employees. The awards serve as a means of sharing successful interventions, programs and services, and illustrate best practices that can be emulated by other members.

Each year, case studies featuring Platinum awardees are posted on the website. *Best Employers for Healthy Lifestyles* winners gain high visibility, are invited to speak about their programs at summits and webinars, and are featured frequently in newspapers and HR publications that address health improvement initiatives.

Institute on the Costs and Health Effects of Obesity Board Members

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Director of Nursing

Blue Cross and Blue Shield Association

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Programs

Prudential Financial

Myrtho Montes, MD
Medical Director

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Incorporated**

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Advocacy, Corporate Affairs

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Medical Director, Health
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Sodexo

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Sr. Director of Wellness Brand
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Dave Guilmette
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UnitedHealth Group

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Todd Spaulding
VP, Product Management
OptumHealth Care Solutions

Verizon Communications

Audrietta Izlar
Manger, Health Improvement
Initiatives

Wal-Mart Stores, Inc.

Lisa Woods
Senior Director,
Benefits Global Design

**Weight Watchers
International, Inc.**

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President, North America

Donna Fontana
VP, Public Relations

Wells Fargo

Dee McKellin*
Vice President, Group Benefits
*Represented by Kris Haugen
Wellness Program Manager

Xcel Energy

Barbara L. Hartwick
Director, Employee Care

**U.S. Department of
Health and Human
Services****Centers for Disease
Control and Prevention**

William H. Dietz, MD, PhD
Director, Division of Nutrition,
Physical Activity, and Obesity

**Health Resources and
Services Administration,
Maternal and Child
Health Bureau**

Denise Sofka
Program Officer

About the Institute

In the six years since its founding, the Institute on the Costs and Health Effects of Obesity has had a significant impact on employer members of the National Business Group on Health and beyond. The Institute has brought many new tools and resources to its corporate and strategic partner Board organizations, and continues to provide business solutions and expertise to support healthy weight, healthy lifestyle initiatives to large employers across the country.

The Institute Board meets three times a year to provide direction and focus, ensuring that Institute activities result in immediate and useful output for HR/corporate benefits. The Board has helped shape the *Best Employers for Healthy Lifestyles* award program which over 5 years has recognized 107 employer programs at the Platinum, Gold and Silver levels.

The Institute plans to expand its focus to target prevention and risk reduction initiatives extending beyond obesity. The Institute will be the national voice for employers on issues related to workforce wellbeing and provide a forum where members can share and access best practices and benchmark programs.

Judges

Best Employers for Healthy Lifestyles awards are judged each year by a panel of experienced benefits professionals and senior Business Group staff. We would like to thank the 2009 employer judges:

Annette Adams, Kohl's Department Stores
Karen Ickes, Wendy's/Arby's Group
Jeannie Jones, GlaxoSmithKline
Mandy Koury, Honeywell
Karl Miller, The Walt Disney Company
Myrtho Montes, Prudential Financial
Donna Sexton, Costco Wholesale Corporation
Elizabeth Weber, Comcast Cable Corporation

About the Awards

Applicants may apply for Platinum, Gold or Silver award levels. A panel of judges reviews each application and determines whether the company qualifies for the level it seeks, qualifies for a higher or lower level, or does not qualify. Although not every company is eligible for an award as a first-time applicant, over the past five years a number of companies have improved their programs enough to receive awards in subsequent years, and several award winners have progressed to higher levels. To apply, please contact healthyweight@businessgrouphealth.org.

Levels

Platinum: Award reserved for organizations with mature "healthy weight, healthy lifestyles" programs and cultures. Financial and/or non-financial measures of program performance are defined and results are reported. If ROI is a stated metric, the results of the analysis are required with methods and assumptions explained. Programs have been fully operational for a minimum of 3—5 years and continue to innovate and improve based on analysis of their own data and experience. Case studies must accompany Platinum applications.

Gold: Awarded to organizations that are creating cultural and environmental changes to support employees who are making a commitment to long-term behavioral change. Healthy dining and physical activity are thoroughly addressed. A variety of communication channels, programs and incentives reach employees (and families) throughout the organization; all Silver requirements have been met.

Silver: Awarded to organizations that have obtained high-level executive support; selected a dedicated steering committee or team to advance initiatives; undertaken health risk assessment or claims analyses to capture population-specific data, and launched programs or services supporting healthy weight, healthy lifestyles. Pilot programs are not eligible.



Platinum Winners

Aetna®

Baptist Health South Florida

Campbell Soup Company

CIGNA

Dell Inc.

FPL Group

Hannaford Supermarkets

IBM

Medtronic

Occidental Petroleum Corporation

PepsiCo Inc.

Pitney Bowes Inc.

Quest Diagnostics

Texas Instruments Incorporated

Union Pacific

University of Pittsburgh Medical Center (UPMC),
UPMC Health Plan

Volvo Group Companies including Mack Trucks, Inc.

Platinum Program Summaries

Aetna®

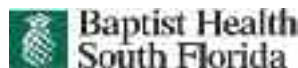


Aetna's employee wellness program is part of the employee benefits plan and a partner within the company's total health management strategy. The program's goals are to promote positive health behaviors for optimal health and productivity, help minimize Aetna's medical liabilities due to illness and injury, promote appropriate utilization of the health care system, support a healthy worksite culture, and enhance employee satisfaction with Aetna as an "employer of choice."

As part of the company's Wellness Works program, Aetna provides worksite wellness centers and resources, online wellness programs, wellness incentives and health assessments designed to complement Aetna's consumer-directed health care model. Aetna's easy-to-use wellness roadmap helps employees navigate through Aetna's wide range of wellness programs and resources—placing the employee on the road to better health.

Aetna demographics, health assessment data and employee health claim data are used to prioritize program initiatives and set objectives, which complement national health goals and meet organizational needs.

Baptist Health South Florida



As an organization-wide commitment to improve the health and well-being of its employees and their families, Baptist Health created *Wellness Advantage* in 2001. *Wellness Advantage* is a comprehensive program offering health-related employee services. Baptist Health believes wellness is the key to every success it enjoys, whether it's their employees' ability to care for their patients, balance their personal and professional lives or meet the organization's charitable mission. Practicing wellness also means that Baptist Health can keep its own health care costs, including its medical plan premiums and health care service utilization rate, as low as possible. *Wellness Advantage's* mission is to have the healthiest workforce in America. It achieves this through free employee clinics and fitness centers, healthy menus and vending selections, innovative disease management, best-practice workers' compensation management, safe patient handling, and return-to-work programs.

Campbell Soup Company



Campbell has a comprehensive, integrated approach to promoting healthy lifestyles through benefit design, worksite wellness, and a culture of wellness created in partnership with key internal stakeholders. Its goal is to provide its employees with programs, information and tools to help them be informed and engaged health care consumers. Campbell offers a broad range of services, including: preventive care coverage, nurseslines,

disease management, health risk appraisal, lifestyle management coaching, traveling health station, worksite wellness, smoking cessation, medical decision support, *Your Life Resources* (a confidential service managed by Aetna that helps employees and their families balance the demands of work, life and personal issues), and an employee recognition award rewarding employees who have made and sustained healthy lifestyle choices. Campbell's strong focus on wellness demonstrates how the company brings its mission of "Together we will build the world's most extraordinary food company by nourishing people's lives everywhere, every day" to life.



CIGNA's mission of helping the people it serves improve their health, well-being and security applies not only to its customers, but also to its 27,000 employees. Guided by its mission, CIGNA created an internal health and wellness strategy called *Healthy Life* that is designed to improve the health and wellness of its employees, improve their productivity, and thereby lower medical costs and the costs of absenteeism. *Healthy Life* is just one part of CIGNA's overarching *Total Rewards* program that covers a vast portfolio of benefits and services offered to all of its employees.

Ultimately, the goal of *Healthy Life* is to help empower employees to take control of their health and reach their personal health potential. Through health advocacy programs and proactive communications, employee and dependent engagement has increased resulting to lifestyle and related behavioral changes.



Dell supports and encourages healthy lifestyles through *Well at Dell*, an innovative corporate wellness program designed to provide its employees and their medically-covered spouse/ domestic partners with the resources necessary to effectively manage their health and become better health care consumers. Dell launched its wellness initiative in 2004, with the purpose of implementing high-quality, cost-efficient supplier partnerships, and best-in-class programs tailored to address its populations' top health conditions and risks. Employees and medically-covered spouses/domestic partners are encouraged to engage in healthy lifestyle choices through awareness activities, resources, and health improvement programs. Incentives drive participation through pay for performance with financial rewards of \$330 per participant in a health rewards account for taking action in the health improvement programs. *Well at Dell's* integrated US benefits plan, wellness programs, and health improvement programs are an integral part of the company's culture and work environment.

FPL Group



The FPL Group launched the *FPL-WELL* program in 1991 as a health promotion program. Over the past 17 years the program has evolved from a health promotion program to a comprehensive health management program, providing services and resources to treat an individual. Today, the *FPL-WELL* health education programs and services assist employees, retirees, spouses and covered dependents in making healthy lifestyle choices.

The *FPL-WELL* program's five divisions are: Health Promotion, Fitness Centers, Health Centers, Nutrition and Weight Management and Employee Assistance Program (EAP)/Mental Health. Through an integrated approach, these divisions provide programs that address education/awareness, behavior change and create a supportive environment. Health screenings, educational seminars, online health tools, fitness centers, health centers and cafeterias all support a corporate-wide culture of health.

Hannaford Supermarkets



Hannaford's *Health and Wellness* program includes leadership and associate engagement, education, and innovative technology. Hannaford creates and promotes an environment that supports healthy choices, healthy lifestyles and health care consumerism to its associates and their families, customers, and communities.

Key program elements include: innovative health benefits including a healthy behavior incentive; company-wide wellness initiatives focused on achieving and maintaining the healthiest possible lifestyles; nurses, dietitians and health educators available to all associates; employee assistance program; evidence-based care and disease management outreach based on integrated care considerations; providers of Distinction and Centers of Excellence—a tiered performance network as part of Hannaford's quality care benefit design; consumer education; community support and partnership in promoting healthy living and navigating healthy choices; and active participation in local, state and national wellness and health care reform efforts. Bringing all these elements together help to pioneer new ways to improve health care quality, delivery and healthy lifestyles.



An estimated \$100 million net savings in health care costs and lost productivity is evidence of the significant business outcomes resulting from IBM's *Healthy Living Rebate* programs. Over the last six years these programs have consistently engaged 75% of employees and increased those at low health risk by 23%. Building on these successes, IBM has deployed an updated wellness strategy that has further leveraged technology and behavior change science to address health improvement in the home environment.

To address childhood obesity, IBM has proactively worked to help families aid children in the maintenance of healthy weight. Created in 2008, IBM's *Children's Health Rebate* is a unique action-oriented program that equips parents to engage the entire family in better food choices and higher levels of physical activity. Participants consistently reported improvements in family eating habits, physical activity, screen time for leisure, and parental role modeling.



Medtronic is dedicated to improving the health and well-being of people worldwide. This commitment begins with Medtronic's employees. *Total Health* empowers employees and their spouses via personal health coaches to take full advantage of Medtronic's comprehensive health program offerings and online tools.

The *Total Health* program integrates health components and creates consistency across locations. Goals are to invest in health rather than the cost of treatment, improve health through behavior change, increase awareness and access to appropriate resources, reduce inappropriate utilization of health care, and limit health care cost increases.

Components include on-site wellness screenings, health risk questionnaire (HRQ), personal health coaches, lifestyle and disease management programs, nurseslines, disability management and mental health resources. Over the last two years 88% of employees have completed their annual HRQ and engagement has resulted in an increase of 20% in those with low risk.

Employees who maintain or improve their health have the opportunity to earn \$100 toward a Healthy Incentives account. Employees who complete their HRQ annually pay \$50 less per month for their health premium.

Occidental Petroleum Corporation



Occidental Petroleum Corporation

www.oxy.com

Occidental Petroleum Corporation (Oxy) launched a company-wide, comprehensive health initiative in 2005 called *OxyWellness*. This corporate wellness program was designed to engage its employees and their spouses in making healthier lifestyle choices.

Key components of *OxyWellness* include an interactive e-Health platform, targeted incentives, health risk assessments, health improvement programs, biometric screenings, health advising and health coaching. Additionally, Oxy offers site-specific/special-population programs to drive participation in physical activity and healthy nutrition. Oxy partners with HealthFitness corporation and its two on-site program managers to deliver *OxyWellness*, making statistically significant improvements in the areas of physical inactivity, nutrition, high blood pressure, tobacco usage and depression.

PepsiCo Inc.



PepsiCo's wellness benefit program, *HealthRoads*, is successfully motivating and enabling employees and families to lead healthy lives. PepsiCo's continued success is driven by: its comprehensive approach (there's something for everyone, from the individual just starting the wellness journey to the fully-engaged individual); its focus on weight, nutrition, and exercise (PepsiCo's top employee health risks); its broad array of resources and tools delivered through multiple channels (online, face-to-face, phone, and print); its senior management support combined with grassroots implementation to deliver relevant local programming; its strong incentives integrated with effective medical design, which drives healthy behaviors; and its ongoing, multi-faceted communication campaign.

HealthRoads is addressing health care costs for PepsiCo and its employees, as well as contributing to health improvements. The program has demonstrated a return on investment of \$3.45 to \$5.09:1, depending on whether incentives are included. Additionally, *HealthRoads* has positively impacted the health of more than 31,000 employees and family members.

Pitney Bowes Inc. Pitney Bowes

Pitney Bowes believes that the value of an organization lies in a healthy, engaged and productive workforce. In designing its health care programs, the company uses a variety of program and educational formats and incentives to appeal to its diverse workforce.

Health Care University is Pitney Bowes' branded health improvement program. The program includes a variety of health and wellness initiatives such as reducing the percentage of employees who are overweight or obese, decreasing the percentage of sedentary employees, and reducing the percentage of tobacco users. After yielding positive results with one of its one-on-one weight management programs, Pitney Bowes launched a national weight management program, which is now in its second year and has grown to 900 participants in the first quarter of 2009.

Quest Diagnostics



Now in its fifth year, the *HealthyQuest* initiative reflects Quest Diagnostics' ongoing commitment to improving the health of its employees. The program specifically focuses on improving employee awareness of personal health risk factors and suggested steps to mitigate those risks.

HealthyQuest health promotion teams (employee volunteers) focus on meeting specific goals, such as achieve high levels of participation in the company's health risk assessment; support or initiate efforts to improve physical fitness, weight, and stress management; improve all on-site food offerings; reduce health disparities; and raise employee compliance with regular cancer screening such as annual screening with the *Insure*® *FIT*™ colorectal cancer screening test.

Texas Instruments Incorporated



Texas Instruments Incorporated has a long history of encouraging employees and their dependents to embrace a healthy lifestyle. Historically, TI has provided a full spectrum of personal health management initiatives. These efforts, currently branded *Live Healthy*, started in the 1960s with on-site fitness centers and recreational leagues that have since migrated to an integrated health management strategy. The *Live Healthy* program is focused on improvement in health status, reduction of illness and injury, and appropriate utilization of health care resources resulting in improved health and productivity and decreased health-related costs. The integrated health management approach incorporates collaboration between multidisciplinary efforts of health promotion, health benefits, work/life strategies, ergonomics, occupational health and disability management, environmental safety and health, and vendor partners.

Union Pacific



Union Pacific's health promotion program, *HealthTrack*, is a comprehensive program that seeks to improve the health of Union Pacific's employees. The program addresses the following health risk factors; inactivity, weight, nutrition, smoking, cholesterol, blood pressure, asthma, diabetes, fatigue, stress and depression.

HealthTrack includes a health risk identification tool, lifestyle management programs (risk reduction programs), a tobacco cessation program, health education programs, system health facilities (exercise facilities throughout the country) and research grants.

University of Pittsburgh Medical Center (UPMC)

UPMC HEALTH PLAN

UPMC Health Plan UPMC is committed to maximizing its employees' health, productivity, and quality of living. That commitment comes to life through *MyHealth*—an innovative partnership involving UPMC leadership and health care providers, UPMC Health Plan/UPMC Work Partners wellness programs, and 46,000 UPMC employees.

Each year, within the context of a web-based campaign called “Take a Healthy Step,” employees complete a set of *MyHealth* requirements in order to receive a deductible credit on their group health insurance. For 2009 the requirements included completing a health risk assessment, participating in a biometric screening within the past five years, and engaging in one or more additional healthy steps such as health coaching programs, on-site exercise classes, and the annual Weight Race event.

Each year more than 90% of eligible employees receive their deductible credit and complete a total of tens of thousands of healthy steps to improve their health—and their employer's health cost trend. Since 2006 UPMC has seen, for example, a 16% decrease in low back pain prevalence, a 17% decrease in obesity prevalence, and a 23% decrease in the prevalence of tobacco use.

Volvo Group Companies including Mack Trucks, Inc.

VOLVO

The *Health for Life* program is a comprehensive employee health management program designed for bargaining and non-bargaining employees at Volvo Group Companies in North America, including Mack Trucks, Inc. Approximately 7,200 employees are eligible to participate in this program, which is administered by a third-party vendor.

The program is led by a program management team (on-site program manager, coordinators and specialists). In addition, the program offers health risk assessments, biometric health screenings, incentive models, focused behavioral change programs, lifestyle intervention and disease management programs, national wellness campaigns, personal online health websites, and on-site fitness centers.

To ensure program effectiveness, participation, engagement, satisfaction, and health risk reduction, outcomes data are collected and analyzed monthly and annually. The *Health for Life* program has been well-received by employees and has produced positive outcomes in risk reduction and ROI.

Gold Winners

American Specialty Health Incorporated

AstraZeneca

Blue Cross and Blue Shield of Alabama

Boehringer Ingelheim Pharmaceuticals, Inc.

Chrysler Group LLC

Cummins Inc.

CVS Caremark

General Dynamics Electric Boat

General Mills

Healthways

Humana

Intel Corporation

JPMorgan Chase

Mayo Clinic

Paychex, Inc.

Pfizer Inc.

Raytheon Company

Saint-Gobain Corporation

Sprint

The Boeing Company

Unum

Verizon Communications

Visant Corporation

Wal-Mart Stores Inc.

WellPoint, Inc.

Gold Program Summaries

American Specialty Health Incorporated



American Specialty Health gives its employees access to the same healthy-living programs it provides to its health plan and employer groups clients.

The health improvement programs provided to clients by ASH's wellness subsidiary, Healthyroads, are available to ASH employees. While the main component of the program is telephone-based health coaching, Healthyroads also creates and promotes a variety of health promotions and initiatives that ASH employees can participate in to improve their nutrition, physical activity, stress levels, and overall healthy living. Additionally, fun health challenges, worksite initiatives, and health improvement website tools are also offered to improve an employee's overall health.

Executive management is heavily involved in wellness initiatives. The company's CEO promotes new wellness initiatives at quarterly all-staff meetings and on the company-wide intranet. Each year, an award is presented to an employee who has shown the most significant health improvement. An employee wellness survey indicated that nearly 94% of employees agree or strongly agree that there is a strong commitment to wellness at ASH.

AstraZeneca



AstraZeneca is one of the world's leading healthcare and pharmaceutical companies, concentrating on future treatments for fighting serious and chronic diseases that are the leading causes of death and disability. The company focus is on preventing and treating diseases like cancer, diabetes and obesity, infectious diseases, mental health illnesses and chronic respiratory diseases.

Internally, AstraZeneca offers a wide range of health resources and programs to encourage employees to have a high level of involvement in their personal health management. Our employee healthcare strategy integrates the principles of prevention, quality and adherence into a comprehensive plan designed to keep healthy people well and improve the health status of those who are not.

AstraZeneca knows that making a commitment to health and wellness is a very personal decision. The company asks its employees to take more personal responsibility for their lifestyle choices, while also providing employees with the information and resources needed to make crucial choices and sustainable changes to lifestyle behaviors.

Blue Cross and Blue Shield of Alabama



Blue Cross and Blue Shield of Alabama is committed to the overall health of its 4,000 associates. The corporate vision is to provide in a caring manner, access to high quality, appropriate care delivered by the most effective health care providers. To fulfill this vision, Blue Cross provides many healthy lifestyle opportunities to its associates.

Through the *BeHealthy Wellness* program, associates are encouraged to make behavioral changes in the areas of healthy eating, exercise, stress reduction and healthy living. These health initiatives are communicated to associates through a variety of engaging communication vehicles that encourage them to take charge of their health.

Program results are very encouraging. Participation levels in the health initiatives reached as high as 85%. Data also shows many associates have made significant changes in their lifestyle as a result of these initiatives.

Boehringer Ingelheim Pharmaceuticals, Inc.



To build a healthy and productive workforce, Boehringer Ingelheim Pharmaceuticals, Inc. has offered comprehensive health services to employees and spouses/domestic partners through the *Prescription for Wellness Program* since 1990.

The mission of the *Prescription for Wellness Program* is to provide targeted, innovative, holistic and wellness solutions that support optimal quality of life, health, and productivity through an integrated team of professionals.

The key components of the program are participation in a health risk assessment and completion of nutrition, fitness, general wellness, environmental health & safety, and work/life balance programs. The company provides on-site occupational health, fitness center, healthy dining, wellness screenings, walking paths, disease management, nurse hotline, online wellness programs/workshops, employee assistance program, 100% coverage for preventive health care, and a fitness center reimbursement program for remote employees.

Chrysler Group LLC



The *Chrysler-UAW National Wellness* program is a joint program between Chrysler and the UAW serving 38,957 U.S. employees. Implemented in 1985, the program is designed to meet the needs of all bargaining and non-bargaining employees at U.S. locations. Chrysler facilities with over 500 employees have an on-site wellness coordinator who delivers the program. Smaller sites receive the same programs via a coordinator that is located off-site.

Employees participate in programs offered in a wide range of formats including health assessments (HA), screenings, workshops, campaigns, and health coaching. Program topics are selected based on HA and screening results, disability data, and employee interests. Benefit-linked credits are used to increase participation in the non-bargaining population. The wellness program has a working relationship with the Medical, Ergonomics, and EAP departments, resulting in professional, relevant programming. Innovative programs include StressLess and the NutriSlim weight management program.

Cummins Inc.



Cummins' vision is to make people's lives better, including the health of its employees by unleashing the power of Cummins. Through *HealthSpan*, Cummins' multifaceted health improvement program, the company is committed to creating a culture of health.

Cummins brings programs to its people at the worksite by providing on-site health centers, a health educator, peer health champions, biometric screenings and health assessments. The company delivers robust health improvement programs including health coaching, disease management, smoking cessation, weight management and expert medical opinion services. Cummins' innovative Total Health Training Camp and online decision support tools help employees receive high-quality care.

Active engagement is achieved through strategy enablers such as vendor integration, targeted communication, incentives, program measurement, and senior management support. This aligns with the company's broader health care strategy that focuses on consumerism. Together, these efforts embody Cummins' continuous commitment to the health and productivity of its employees and their families.

CVS Caremark



The purpose of the CVS *Caremark Wellness Program* is to improve the health behaviors of its colleagues and their dependents. The program encourages CVS colleagues to be CVS Healthy and to take ownership of their health through health improvement programs such as "Healthy & Smokefree" (smoking cessation), "Healthy Weight" (nutrition), "Healthy & Fit" (physical activity), "Healthy Mind" (stress management), and "Healthy Outcomes" (preventive screenings, health assessments, flu shots, and Healthy Baby, etc.)

CVS Caremark's strategy in encouraging colleagues to be good health care consumers by choosing healthier lifestyle options remains the basis for all wellness programming. A variety of resources such as Care Advocate Teams of dedicated nurses, decision support tools, preference sensitive condition support, self-directed DVD programs, quarterly wellness newsletter, CVS Health Care Hub and disease management programs are offered to colleagues to assist them in making better health care decisions.

General Dynamics Electric Boat



General Dynamics Integrated Health Management (IHM) program, *EB Building Better Health (EBBBH)* was launched in 2004. The program objective is to improve the health of every employee across all business units. The mission of *EBBBH* is to facilitate positive behavioral lifestyle changes. Recognizing that individuals require tailored programs based on individual needs and desires, these individualized programs encourage adoption of positive lifestyle changes. These programs are based on the philosophy of partnering internal resources with external agencies and programs to deliver evidence-based medical preventive messages.

The program is unique in that members of the Electric Boat Health and Wellness team comprised of medical staff and United Healthcare representatives go to the work site to provide biometric screenings and health counseling. Employee engagement is enhanced when the access barrier is negated by going to workers' departments and workstations. Further, it enhances employee engagement and facilitates the development of a personal action health improvement plan. *EBBBH* programs are based on employee feedback, public health policy, evidence-based medicine, and company insurance health trends.

General Mills



For more than 20 years, General Mills has provided programs and resources to its employees that encourage them to live a healthy lifestyle. The cornerstone of the company's wellness programs is a balanced emphasis on physical, mental, and social well-being. Company goal is: "General Mills wants its employees to lead an active lifestyle, maintain a healthy weight, and have normal blood pressure and cholesterol."

General Mills believes that the key to keeping such a broad employee base healthy is to take a customized approach. Each of the company's three distinct employee audiences (corporate headquarters employees, manufacturing employees in plant locations, and sales employees who work out of regional sales offices or their homes) requires a different strategy, communication style and methods. From on-site fitness centers and walking paths, online weight management tools, healthy cooking classes, a 24/7 Well-being Helpline, dodge ball tournaments, The Pound for Pound Challenge to The Biggest Loser weight loss challenges, employee health promotions at General Mills are designed to meet the needs of its varied employee audiences.

Healthways HEALTHWAYS

Healthways' *Move to Health* program has inspired a culture of wellness and change throughout the organization by encouraging colleagues to engage in sustainable, healthier lifestyle choices. Personal empowerment and accountability for healthy behavior changes are at the heart of this program and what Healthways does as a company. To drive sustained engagement, Healthways focuses on three factors for success: a healthy workplace culture, purposeful communications and a meaningful plan design including incentives.

Move to Health offers something for everyone—from colleagues who are healthy to those who are at risk or facing chronic conditions. Programs are available to full-time and part-time colleagues and their family members. Highlights include: health assessment and biometric screenings; free access to a national fitness center network; fitness, nutrition, stress management plans; personalized coaching for risk reduction and chronic conditions; QuitNet® smoking cessation, including nicotine replacement therapy; discounts to alternative practitioners; family wellness plans; online support communities; and incentives for healthy activities funded in a health reimbursement account.

Humana *Credentiaze where you need it most*

Through *MOCHA 2008 (More Options and Choices for Humana Associates)*, Humana focuses on helping its associates choose, finance, and use their health benefits. Humana provides numerous tools and resources to help its associates understand how lifestyle choices impact their well-being and to encourage them to make behavior changes for better health and lower health care costs.

These resources include on-site fitness centers, healthy on-site food options, seasonal health campaigns, and Web-based programs in such areas as weight management, tobacco cessation, and nutrition with access to telephonic health coaches who provide personalized support to help associates reach their goals.

Humana also partners with health industry leaders, including Weight Watchers® and Nutrisystem®, to offer its associates discounted and subsidized health solutions. Additionally, Sensei® provides Humana associates access to a virtual weight loss coach through their mobile phones. Through Virgin HealthMiles®, Humana associates can track their key health information and earn rewards for being active and improving their vital measures.

Intel Corporation

Intel is strongly committed to providing a portfolio of health benefit plans and wellness programs that help employees evaluate, improve, and maintain their health and the health of their families. Based on a vision of developing a culture where employees and their families are healthy, productive, and engaged in living wellness-oriented lifestyles every day, employees are inspired and motivated to act toward achieving their best possible health and quality of life. Intel's *Health for Life* wellness program includes on-site biometrics, annual health assessments, fitness programs, wellness seminars, flu prevention, and personalized wellness coaching. In addition, Intel provides employees on-site health and wellness centers located at major U.S. and international sites, providing employees access to occupational health services. Intel's comprehensive, ongoing multimedia campaigns effectively promote health and wellness resources to employees across a variety of channels and geographies.

JPMorgan Chase

JPMorgan Chase is committed to building a culture of health within the corporation by moderating health care costs for its employees, their families and the corporation; and by improving employee well-being and productivity through lifestyle changes and disease prevention. These objectives are addressed through *WellnessWorks*, which provides a wide range of programs and services for employees and their family members.

Key elements of *WellnessWorks* are: wellness assessments (health risk appraisals); smoking cessation incentives; biometric screenings; flu shots; weight management; health and wellness education through seminars, webinars and podcasts; fitness center discounts; exercise programs; on-site occupational health nurses at major locations; telephone-based wellness coaching; a medical plan design featuring 100% coverage for preventive services; employee assistance counseling and services; work/life program; and *Wellness Works* website.

Mayo Clinic MAYO CLINIC

Mayo Clinic offers employees and dependents a variety of resources and incentives to help them achieve the best quality of life possible. *LiveWell*, the graphic identity for Mayo Clinic's worksite wellness initiatives, integrates and coordinates existing healthy lifestyle resources so employees can access programs, tools and support directly related to their individual health situation.

Wellness activities at Mayo Clinic include on-site resources and programs, including nutrition education, employee food service, health fairs, employee assistance program (EAP), a Know Your Numbers campaign, walking programs, the Nicotine Dependence Center and collaboration with community health and wellness organizations. Web-based resources and programs include an annual health assessment, lifestyle programs, condition trackers and reward points incentives, telephonic resources and programs including lifestyle coaching, disease management and 24/7 nurse line, print publications, including self-care books and a monthly newsletter. The Dan Abraham Healthy Living Center serves as the cornerstone for Mayo Clinic Rochester wellness initiatives.

Paychex, Inc.

Paychex promotes a culture that fosters all the dimensions of good health by applying behavioral economic theory that integrates outstanding medical coverage and a comprehensive initiative that supports and rewards employees for making wellness a priority.

Paychex's *Active Health* program consists of an employee assistance program, on-site biometric health screenings, online health risk assessments, a tobacco cessation program, a team-based physical activity and nutrition program; comprehensive stress management programs, including availability of a personal assistant; healthy cooking classes; family resource kits to help employees caring for young children or seniors; a reimbursement program to help offset wellness-related expenses; unlimited access to health coaching; cash rewards for points earned by completing wellness and prevention activities; and 100% medical coverage for preventive medical care.

In its first year, 87% of Paychex's 12,000+ employees completed the three Active Health program requirements (HRA, biometric health screen, and tobacco-free), and almost all health risk indicators showed measurable improvement.

Pfizer Inc.

Pfizer has long demonstrated its commitment to employee and dependents' health by offering outstanding medical benefits, on-site medical and fitness centers, and 100% coverage for prescription medications.

To expand this commitment, Pfizer launched *Healthy Pfizer* in 2005, a health management and improvement program that empowers employees and their families to achieve better health. *Healthy Pfizer* complements Pfizer benefits with a customized website, outreach programs in disease and lifestyle management, and easy access to physical fitness, nutrition and stress management programs.

Raytheon Company

Raytheon's *Mission:Health* engagement strategy encompasses the company's medical, disability, wellness and work/life programs. Through *Mission:Health*, the company delivers *Raytheon Wellness*—a comprehensive health and wellness initiative offered to employees and their families. Created to encourage employees and their families to adopt and maintain healthy lifestyles, *Raytheon Wellness* strives to provide a culture that supports employee health through fitness programs; healthy dining and vending choices; health screenings; preventive health programs and resources, including an online health risk assessment; online lifestyle improvement programs; activity and weight loss campaigns; a tobacco cessation program, and additional program offerings.

Saint-Gobain Corporation



LiveWell is Saint-Gobain Corporation's employee wellness program that encourages employees to incorporate changes in their diet and exercise routines, increase their daily amount of water intake, and stop smoking.

LiveWell offers various challenges throughout the year that are designed to improve employee health and fitness. Challenges include: *Resolve to LiveWell*, a four-week stress management program that incorporates healthy eating, physical activity, adequate sleep, and relaxation time. *Chug-a-Jug*, a program to help employees increase their amount of daily water intake. *Step-by-Step*, a daily 10-minute physical activity (e.g., walking, swimming, or bicycling). *New Me!*, a four-week challenge to encourage making small changes to daily habits (e.g., consuming fewer sweets). *Shape up the Nation*, a 10-week nationwide physical activity, daily steps and healthy weight loss competition. For each challenge completed, employees can earn four *LiveWell* credits. These credits translate into FlexCHOICE Dollars that can be used to lower the cost of employee benefits during open enrollment each year. During the year, employees can earn up to \$250 to defray the cost of their benefits.

Sprint

Through a focus on wellness and a culture of caring for the "whole person," Sprint is committed to providing comprehensive health and wellness programs that support and encourage good health and healthy lifestyles. From national flu shot offerings to extensive telephonic wellness and disease management programs to online health assessments, coaching programs and electronic personal health records, Sprint provides resources to meet the needs of its diverse population and their families. Through cross-promoting with various partners, Sprint helps build awareness of its array of robust health and wellness resources.

Sprint's wellness programs allow access to key resources anytime, anywhere, with 24-hour access to both a nurse line for health questions, and an employee assistance program for stress, family and other needs.

This culture also encompasses Sprint's work environment, with healthy menu options in cafeterias, a pedestrian-friendly headquarters campus and, in major locations, on-site health clinics and pharmacies, fitness centers.

The Boeing Company



Boeing's newly branded *Well Being* program evolved from the belief that programs must work together to provide a simple, efficient end-user experience to increase participation and improve outcomes.

The *Well Being* program and its tagline "Choose Well, Live Well" encompass an individual's physical, mental, emotional, and financial health. Employees are responsible for making good choices about their personal well-being to optimize their productivity inside and outside the workplace. Boeing employees have access to programs, tools and resources that address: physical activity, healthy eating, weight management, tobacco cessation, preventive screenings, consumerism, resilience, condition management, stress and mental health, and financial fitness.



As an employee benefits provider, Unum understands the value of an engaged, healthy and productive workforce, and has committed to this philosophy by making employee wellness a key part of its corporate strategic vision.

Employees and their families are encouraged to utilize the broad range of health-related resources and services through a healthy workplace campaign. Called "Take Advantage, It's to Your Benefit," benefits such as on-site health resource centers, fitness facilities, personalized health coaching and wellness seminars are promoted, and employees are educated on Unum's long-term health strategy. Together with a comprehensive health care plan and a commitment to work-life balance, employees are offered the tools they need to integrate healthy behaviors into their lives, identify and manage health risks, and enhance their sense of wellbeing.

The result is a strategy that strives to keep Unum's workforce healthy and productive while managing the company's health care costs.

Verizon Communications



Verizon values the health and well-being of its employees and their families and is focused on driving the right behaviors. Verizon's health and wellness initiatives have expanded to shift focus from acute health care to prevention, health improvement and condition management. Understanding the direct link between providing healthy living resources and its impact on health care costs, Verizon's benefits design and programs provide easy access to comprehensive programs, which encompass: 100% coverage for preventive services; exercise, nutrition and weight management; chronic condition management; tobacco cessation; stress management/reduction; pre and postnatal health education.

Verizon is actively working to address and reduce racial and ethnic health disparities through their health and wellness initiatives. Verizon's work culture promotes health excellence through all of its health and wellness efforts including access to over 40 on-site fitness centers (more than any company in America) and food service partnerships to promote healthy eating habits.

Visant Corporation



Visant's *Health Matters* campaign is the focal point for promoting health awareness, improvement, and educated consumerism. Through this venue, health information is disseminated in an easy-to-understand format, through newsletters, monthly promotions, corporate-sponsored health initiatives and challenges, online consumerism tools, incentives for certain healthy behaviors, and local campaigns that can include fitness competitions, weight management programs, and nutritional counseling. Free biometric screenings are offered to all employees to gauge their overall health status, highlight personal health risks, and measure the effectiveness of the company's wellness programs. The *Health Matters* campaign has shown positive results in claims trends, employee health status readings, and individual employee successes.

Wal-Mart Stores Inc.

With the company philosophy of "save money, live better," Wal-Mart knows that it can make a real difference on the issues that matter most to its associates, customers and the company as a whole.

Wal-Mart has multiple health and wellness programs for its associates. Some of its most popular offerings include an associate-only website; care/disease management programs; 24-hour nurse line (Ask Mayo Clinic); *Life with Baby* maternity benefit; cell phone applications to track wellness areas; employee assistance program; personal health record (with Dossia and WebMD).

Results have been very encouraging with a substantial number of Wal-Mart associates voluntarily committing to a sustainable lifestyle, and many have created personal health records. Also, unique accounts for walmartbenefits.com have reached over 800,000 and thousands use the *Living for Life* programs: *Care/Disease Management*, *Life with Baby*, and *Resources for Living*.

WellPoint, Inc.

WellPoint's *Choose Better Health* wellness program helps associates take personal accountability for their health and wellness. WellPoint offers something for everyone with six key health improvement opportunities: physical activity, weight management, nutrition, prevention and condition care, tobacco cessation, and well-being. This year, WellPoint conducted a study which identified working mothers as a significant population for whom wellness programs could have an impact. In response to the study, the company introduced the "Do 1 Thing" campaign offering support for incremental healthy lifestyle changes. WellPoint expanded its virtual, anytime online programs and marketing strategies as key components of reaching its more than 40,000 associates. As a result of "Do 1 Thing," WellPoint saw a 43% increase in Weight Watchers overall new enrollment, an increase of 55% in the Healthy Lifestyles program enrollment, and an increase of 5% in fitness center visits.

Silver Winners

Accenture

American Express

ARAMARK

Cardinal Health, Inc.

H. J. Heinz Company

Lowe's Companies, Inc.

Meijer

Michelin North America

PRO Sports Club

Qwest Communications

Rockwell Collins

sanofi-aventis U.S.

Target

Texas Health Resources

The Children's Hospital of Philadelphia

The Home Depot

Unilever

Watson Wyatt Worldwide

Wm. Wrigley Jr. Company

Xcel Energy

Silver Program Summaries



Live Well at Accenture combines work/life balance resources, wellness solutions and medical/dental benefits into one portfolio, offering employees a complete suite of health and wellness initiatives. Through *Live Well at Accenture*, employees can access the tools and resources (many of which are tied to incentives) that help them be fit, eat healthy, manage time, finances and stress, and enjoy a balanced life. For example, through the wellness incentive program, employees can earn money in their Health Reimbursement Account for preventive care treatment and participation in online health coaching.

Accenture provides enhanced flexible work arrangements to offer options for how and where employees perform their work, enabling them to achieve balance in their professional and personal lives. *Live Well at Accenture* offerings leverage technology and are developed to meet the needs of Accenture's virtual, dispersed workforce. Employees can take full advantage of these offerings whether in a local office, client location or virtual. Accenture also has a network of wellness champions across office and project sites who champion and drive wellness and work/life programs and information locally.



American Express believes that creating a culture of health and wellness is a sound investment in its employees and its business. To further its commitment to improving employee health and well-being, American Express provides its employees with health and wellness programs such as: convenient access to on-site medical clinics for acute care, preventive screenings, immunizations and business travel consultations. Employees have also been afforded access to professionally staffed on-site fitness centers, community discounts, a wellness portal and an online personal health assessment. Ancillary tools have included free health advocacy and physician referral services, employee assistance and work-life programs.

Plans for 2009 include revamping the company's wellness brand and communications, expanding clinic services, implementing new fully integrated lifestyle coaching, condition management and complex care programs, and coordinating additional grassroots employee wellness committees.



ARAMARK's *Take Care* program is designed to build a culture of health and wellness among employees and to support their efforts to get and stay healthy. Wellness programs span all aspects of an employee's health, including physical and emotional well-being. Resources are available to assist employees and their family members with the full spectrum of health states, from preventive care to assistance with chronic illness.

Resources include fitness centers at two of the company's largest locations; blood pressure and blood sugar monitoring; health assessments and financial incentives for completion; a Wellness Pays program that rewards individuals for receiving preventive exams; smoking cessation program featuring free counseling and medication; 24/7 telephone nurseline; 24/7 employee assistance program; telephonic support for nutrition counseling, obesity, and fitness; focused outreach for top diagnostic categories; nurse managers to consult on chronic illnesses; monthly telephone wellness seminars; and regular communications on health topics and company resources available through the benefit plans.

Cardinal Health, Inc.



Cardinal Health's *Healthy Lifestyles* program is part of the company's broader benefits strategy to offer its employees access to a diverse mix of personal development and wellness opportunities.

Some features of the *Healthy Lifestyles* program include: online health assessment resources and tools, consumer-driven health care options (including an HRA and HSA plan), enhanced work-life practices and policies, financial savings plans and disease management and wellness programs.

H.J. Heinz Company



H. J. Heinz Company offers employees and their families the opportunity to get and stay healthy, both physically and financially, through a variety of wellness programs, resources, savings opportunities and support tools.

The company strives to meet the health care needs of its ethnically and geographically diverse employees and their families through a culture of health that emphasizes healthier lifestyles, diligent health care decision-making, and active participation in wellness programs. These wellness initiatives are part of the company's commitment to offering comprehensive benefits and enhancing the health of its nearly 10,000 U.S.-based employees.

Heinz helps employees and their families take control of their health through free wellness programs for all types of health care needs. Heinz also provides routine, on-site access to health care for employees who may not have the time or interest to remain healthy.

Lowe's Companies, Inc.



Lowe's *Life Track* program is an employee-driven comprehensive health and wellness, solutions-focused resources program strongly supported by company leadership and funded by Lowe's. The proactive program consists of telephonic, on-site, and web-based initiatives focused on healthier lifestyles. *Life Track* includes a variety of annual wellness campaigns including weight management, physical activity, stress/depression management, and back strength improvement, all based on aggregate data from the online health risk assessment and health plan claims data. The program also offers tobacco cessation, work-life services, financial services, disease management, pregnancy programs, on-site health centers, dependent services, health fairs, one-on-one counseling, and flu prevention.

Employees are awarded *Life Track Rewards* points for participating in various wellness initiatives throughout the year, and for taking preventive screenings and physical activity. Through *Life Track*, employees are able to develop the knowledge and motivation they need to lead happier, healthier lifestyles.

Meijer

Meijer believes the health and well-being of its team members and their families are an integral part of the company's success. This belief is demonstrated with the combined offering of Meijer's company-wide health plan coverage and the *Be Healthy* wellness program. The guiding mission is to support and empower team members and their families to achieve a healthy life balance with a focus on mind, body, spirit and heart.

The *Be Healthy* program strategy is driven by demographics, health assessments, claims data and a wellness steering committee. Prevention and education are key elements of the program. On-site health risk assessments and health screenings conducted by Meijer pharmacists and technicians followed by immediate health consultations are offered annually. Team members and their families are rewarded with wellness premium discounts for participation in these services and for following a personalized wellness plan developed with support from health coaches, physicians and online health education.

Michelin North America



Choose Well – Live Well (CWLW) is Michelin's holistic, long-term strategy for changing how the company and its employees approach health and health care. *CWLW* provides each family with a health advocate to help employees navigate the health care system and improve efficiency through better coordination of care. *CWLW* shifts the primary focus of health care from treatment of illness to wellness, prevention and quality of care. The program integrates preventive care and consumer-driven medical plan design with healthy food choices, health risk assessments, health coaching, weight management, condition/disease management, case management, financial incentives, and enhanced employee assistance program (EAP) services. *CWLW* is a far-reaching, highly integrated program that uses behavior-based, marketing-style principles to encourage and empower employees and covered family members to improve their health.

PRO Sports Club



Recognizing that employee health and wellness is essential to peak performance, PRO Sports Club developed the *PROHealth* wellness program to promote a workplace culture that encourages and supports employees' commitment to personal health and teamwork.

PROHealth emphasizes physical activity, health and nutrition education, and team building events to help employees achieve measurable health outcomes, with rewards for participation. The *PROHealth* program includes an annual health check, on-line health risk assessments, on-site health and fitness evaluations, confidential web-based tools for tracking nutrition and exercise, monthly teambuilding events, educational seminars and lunchtime runs or walks. By completing these tests, employees can earn points that are redeemable for rewards. Additionally, PRO Sports Club provides employees with access to its 20/20 Lifestyles weight management and metabolic disorder program, on-site medical clinic, physical therapy, and discounted healthy meal options.

Qwest Communications

Created in 2003-2004, *Steps to a Healthy Life*, Qwest's health and wellness program, helps employees recognize their health risks and provides them resources to lead healthier lives. Those resources include: an annual health assessment, a wellness website and newsletter, on-site flu shots and biometric screenings as well as the employee assistance, smoking cessation and exercise programs. Through the program website, employees can learn more about healthy living, diseases and treatment options. The site also provides personalized programs to help employees and their family members manage weight, reduce stress, start a fitness schedule and more.

The company has also partnered with the American Cancer Society to provide employees with a smoking cessation program that offers 24-hour telephone counseling, nicotine replacement patches, gum and lozenges.

Qwest's on-site flu shot and wellness screening program provides employees access to low-cost flu shots and free wellness screenings at Qwest buildings each fall.

Rockwell Collins

Rockwell Collins launched its wellness program in March 2007. The program goal is to educate employees about their personal health status and the necessary preventive steps to take for them to better manage their health risks.

In its initial year, the program included a personal health assessment, complimentary annual on-site biometrics; online health portal; nurselines; company-wide health fitness challenges; web-based healthy living programs; and disease management services. Incentives were provided to employees and spouses for completing the personal health assessment with required biometrics so they would "Know their Numbers." The incentive was a medical premium reduction of \$125 for the employee and for the spouse.

Rockwell added more wellness support services during the program's second year, such as: improved medical and drug plan; 100% coverage for routine preventive physical exams; nutritional counseling (up to 5 visits/year) without disease diagnosis; generic drugs at 50% copay of \$5; increased tobacco surcharge; discounted recreational club membership, and tobacco cessation program.

Now in its third year, Rockwell enhanced the program by expanding its weight management discount program; developing an "Under 500 calories" menu options; and improving its targeted tobacco cessation and health coaching programs.

As part of a leading global healthcare company that discovers, develops, produces and markets innovative therapies that enhance people's lives, sanofi-aventis is committed to improving the health of patients as well as the health of its employees. Over the years, sanofi-aventis has introduced many programs and resources that are designed to help its employees lead active, healthy lifestyles.

Offerings include onsite health management and fitness centers, group exercise activities, massage and physical therapy services, health risk assessments, a mammogram program, counseling services, smoking cessation programs, an annual influenza vaccine campaign, and healthy dining options. The company also provides free health screenings for bone density, blood pressure, lipid profile, skin cancer and prostate cancer. Additionally, the company distributes a wide range of health information and education to its employees throughout the year.

Target



Target's vision is to make staying and getting healthy easier for all team members and their families by offering wellness programs that focus on prevention. Team members have access to a broad array of wellness tools and resources, some of which include:

- A 24/7 toll-free nurseline to help determine the appropriate level of care;
- A new Target health & wellness website that provides tools such as online health coaches, a personal health record, a health risk assessment, and health-related information from industry experts; and
- A variety of other resources including an employee assistance program, on-site clinics, fitness center membership discounts and reimbursement for Weight Watchers programs.

In addition, Target has partnered with RedBrick Health to pilot a wellness program that includes advocates who are available to assist team members with health-related questions. Target provides cash incentives for eligible pilot program participants who complete biometric screenings, health assessment questionnaires, preventive care visits and, if necessary, recommended coaching programs.

Texas Health Resources



The mission of Texas Health Resources is to improve the health of the people, including its employees in the communities it serves. Prevention is the primary focus of Texas Health's wellness program with a philosophy that employees can positively impact their health through awareness, education and interventions. The overarching goal of Texas Health's wellness program is to identify and reduce medical and lifestyle risk factors that impact its employees and drive up the company's medical costs.

Through the wellness program, aggregate data is captured about employees and their families that are then used by Texas Health in designing and improving program components in the medical, pharmacy, disease management, employee assistance and life coaching programs. In addition, the program offers a robust incentive plan further encouraging participation.

The Children's Hospital of Philadelphia



With the tagline "Your Life, Your Work, Your Well-Being," Children's Hospital of Philadelphia's (CHOP) health and wellness program includes health risk assessments, biometric screenings, targeted health interventions and integration with benefit and clinical programs. The program has strong participation and is available to over 9,000 CHOP employees. CHOP's overall strategic objective is to create a culture of health resulting in improved wellness and lifestyles for its employees.

The company's strategy involves a comprehensive health and wellness strategy, including health and wellness coaches, health interventions and behavior improvement tools designed to teach employees to make long-term healthy choices while reducing health care costs for CHOP.

The Home Depot



The Home Depot's mission is to provide quality benefit programs that support its associates and their families' personal and financial health. With its theme of "Live Active, Live Healthy, Live the Orange Life," the company is focused on creating an environment of health status awareness and an "own your own health" mindset among its associates. After years of moderately focusing on health improvement, the company abandoned its "sick care" and purchasing efficiency strategy to embark on a health improvement approach, utilizing the best partners with the best resources to put "healthy" into its brand new medical, dental and vision plans.

In 2009, The Home Depot removed barriers to preventive care and is engaging its eligible full-time associates in their health improvement journey through a dedicated nurse team, expanded disease management program, an integrated health assessment with a generous credit, online Healthy Living programs, personal health record, and more. Of those enrolled in the medical plan, over 90% have completed the health assessment and just under 14,000 have started online Healthy Living programs as of the fourth quarter in 2008.

Unilever



Unilever's mission is to add *Vitality* to life lies at the heart of its business growth agenda, and is also a critical driver for helping Unilever win with its employees.

The *UNICare Health Improvement* program, which was implemented in 2007 is one of the many employee offerings that support the company's *Vitality* mission. *UNICare Health Improvement* is a comprehensive health care program that provides tools, resources and incentives to help members take control of their health and health care decisions. This approach to wellness promotes increased health awareness and risk-specific participation in preventive care, health coaching and condition management.

Encouraging employees to live the company's *Vitality* mission firsthand ensures they can come to work each day with the energy and well-being to contribute to Unilever's success.

Watson Wyatt Worldwide



Watson Wyatt introduced its *Living Well* initiative in August 2006. This approach encompasses a shift in Watson Wyatt's health care strategy from that of managing illness to strongly encouraging and supporting good health. Watson Wyatt believes that the only true way to control the rising cost of health care is to drive healthier outcomes. Individuals must make their own healthy lifestyles a reality but Watson Wyatt is committed to providing the support, tools and resources individuals need.

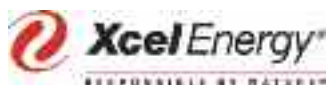
The *Living Well* approach is about creating a supportive environment that drives good health and the appropriate use of health care. The company offers extensive wellness and health management programs, including financial incentives for participating in wellness activities, free preventive care and biometric screenings, annual health risk assessment, behavior modification programs, online seminars and more.

Wm. Wrigley Jr. Company



Since its founding in 1891, the Wm. Wrigley Jr. Company has been committed to promoting the health and well-being of its associates and their families. Relying on its rich history of "doing well, by doing right," this principle has been at the heart of the company's core values. Many of the company's programs have evolved to address specific health challenges. These innovations include: annual health risk assessments, on-site physician access, a national "Know Your Numbers" campaign with free biometric screenings, on-site and telephonic health coaching based on positive psychology, behavior change strategies, comprehensive employee assistance program services and industry leading dental, medical and pharmacy benefits.

Xcel Energy



To encourage its more than 10,000 employees to maintain or improve their and their families' health and become better health care consumers, Xcel Energy launched its Power of You campaign in May 2007. As part of the campaign, the company published a series of articles about health care quality, cost and treatment options and encouraged employees to be more involved in making decisions with their health care providers. The campaign also prepared employees for a shift to a high deductible health plan with health savings account (HDHP/HSA). The company successfully enrolled over 75% of eligible non-union and union employees in the first year of the HDHP/HSA offering.

Xcel Energy also offers a robust wellness program that focuses on action-oriented activities (mind, body & spirit) in addition to health improvement initiatives that include tobacco cessation programs, health assessment tools supported by one-on-one coaching and a disease management program, which provides support for employees with diabetes, asthma, heart conditions, back pain, cancer depression and expectant mothers with a healthy pregnancy program.



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