



American Heart Association

CEO ROUNDTABLE

OCTOBER 11, 2017



American
Heart
Association®
life is why™



CEO ROUNDTABLE

Dear CEO Roundtable Members,

We're delighted that you'll be joining us for the October 11, 2017 meeting of the American Heart Association CEO Roundtable hosted at KKR in New York City. Thank you for your valuable commitment and outstanding volunteer leadership in support of building healthier companies and communities.

The meeting will begin at 11:30 a.m. ET with a special luncheon featuring tastier and healthier food innovations from Nestlé and an exclusive conversation with science leaders to hear about breakthrough areas in science and technology for health.

Our time together will offer robust opportunities for dialogue and sharing including:

- Examining the most promising resources and tools designed to build a more resilient workforce;
- Interacting with global thought leaders to discuss the role Artificial Intelligence (AI), personalization and robotics play in the workplace; and
- Discussing actionable best practices based on our personal experiences and sharing our best ideas and strategies for impacting the health and well-being of our employees.

We're incredibly proud of our accomplishments since we first convened in 2013 to enrich the evidence and outcomes of workplace health. Together, we have provided unprecedented leadership and collectively piloted innovations for corporations to impact the health of their workforce and shape the future of public health and business in America, including the Workplace Health Achievement Index, the Workplace Health Playbook and our newly-unveiled "Resilience in the Workplace" white paper. We've aligned best practices and science-based recommendations and established a new framework and valuable resources for all employers to make a difference in their own organizations. Congratulations and thank you for all you've done to contribute to these extraordinary successes!

Your leadership on The American Heart Association CEO Roundtable has already improved, and will continue to transform, the health of our employees, communities and our nation. Thank you for your personal commitment and dedication to the cause.

Sincerely,

Henry Kravis, Co-Chairman and Co-CEO, KKR

Terry Lundgren, Executive Chairman, Chairman of the Board, Macy's, Inc.

Nancy Brown, CEO, American Heart Association



CEO ROUNDTABLE

CEO Roundtable Meeting Agenda

Wednesday, October 11, 2017

Meeting opens with Member Luncheon at 11:30 a.m. | Concludes at 4:30 p.m.

Hosted at KKR, 9 West 57th Street, New York, NY

Agenda Item:	Discussion Leader:
<p>1. Member Luncheon: Innovation Behind the Next Health Breakthroughs</p> <p><i>A Culinary Journey of Tastier and Healthier: A special luncheon featuring food innovation from the kitchens of Nestlé.</i> The Nestlé Culinary team will present a glimpse of how they leverage current food trends and cooking techniques to drive flavor and develop taste while simultaneously building health forward nutritional profiles. Joining for the luncheon are Robert Fedorko, Director of Culinary Innovations for Nestlé USA, and Dr. Juan Ochoa, Chief Medical Officer of Nestlé Health Science.</p> <p>During our luncheon, members will receive an exclusive peek from world-renowned leaders about the science and technology powering the next health breakthroughs. Joining for the discussion are:</p> <ul style="list-style-type: none">• Muredach P. Reilly, MBBCh, MSCE, Director of the Irving Institute for Clinical and Translational Research, Columbia University• Craig B. Thompson, MD, President and CEO, Memorial Sloan Kettering Cancer Center	<p><i>Henry Kravis, Co-Chairman and Co-CEO, KKR</i></p>
<p>2. A Look at Where We've Been, Where We're Headed</p> <p>Members share priority issues, assess challenges and discuss opportunities to enable a healthy, high-performing and engaged workforce that ultimately drives business growth and transforms health in communities.</p> <p>Henry Kravis and Terry Lundgren will share the recent growth in CEO Roundtable membership and introduce new members.</p>	<p><i>Henry Kravis, Co-Chairman and Co-CEO, KKR</i></p> <p><i>Terry Lundgren, Executive Chairman, Macy's, Inc.</i></p>



Agenda Item:	Discussion Leader:
<p>3. Are Your Employees Resilient and Ready to Thrive?</p> <p>As a learning laboratory, we seek proven strategies to increase organizational resilience. Today’s exchange of ideas will highlight some of the most promising new tools and resources designed to build a more resilient, successful workforce.</p> <ul style="list-style-type: none"> Cathy Engelbert, CEO, Deloitte Well-being isn’t mutually exclusive to performance – it’s needed to meet the demands of a fast-paced industry. Cathy Engelbert will discuss the Deloitte strategy to embed resiliency in their culture. Horacio Rozanski, CEO, Booz Allen Hamilton Horacio Rozanski will share thoughts on the critical need for corporations to focus on emotional wellness and mental health as they strive to build workforce resiliency. <p>Our segment concludes with the unveiling of a new AHA white paper, “Resilience in the Workplace” developed with guidance from our Lieutenant workgroup for release nationwide today.</p>	<p><i>Topic introduced by</i> Alex Gorsky, <i>Chairman and CEO,</i> Johnson & Johnson</p> <p><i>Facilitated by</i> Victor Strecher, PhD, <i>University of Michigan</i> School of Public Health <i>and</i> Author of “Life on Purpose”</p>
<p>4. AI, Robotics and Personalization: The Future of Employee Health Engagement</p> <p>We stand on the brink of a technological revolution that will alter the way our employees live, work, and relate to one another, as well as how we attract top talent, retain the best workforce and improve the overall health and engagement of our employees.</p> <ul style="list-style-type: none"> Alex Gorsky, Chairman and CEO, Johnson and Johnson Alex will discuss how innovations such as health sensors, portable diagnostic devices and on-demand 3D bio-printing solutions have the potential to make the impossible possible. And when we share knowledge across industries—from health to auto to energy to finance—we can boost human health and well-being for even the future we cannot yet imagine. Bernard J. Tyson, Chairman and CEO, Kaiser Permanente With significant technological advancements in health and health care, Bernard will discuss the importance of ensuring health care is both high-tech and high-touch. He will share his perspectives on both the opportunities and challenges that come with the rapid digital transformation the industry is experiencing – along with the potential impact on employees, members and our communities. What are the implications for health equity, for a “total health approach” that includes mental health and wellness, and for how we expand our approach to “health care”? 	<p><i>Topic Introduced by</i> Bernard J. Tyson, <i>Chairman and CEO,</i> Kaiser Permanente</p> <p><i>Facilitated by</i> Murat Sonmez, <i>Managing Director,</i> World Economic Forum</p>



Agenda Item:	Discussion Leader:
<p>5. Learning From Each Other: An Open Forum for Sharing Ideas, Concerns and Best Practices</p> <p>There is nothing more valuable than learning about each other's personal experiences to impact the health of our employees, and our meetings provide this rare glimpse into the real-world challenges and successes of our leadership efforts. The CEO Roundtable members listed below are prepared to kick off this open forum and serve as conversation starters.</p> <ul style="list-style-type: none"> • Bruce Broussard, President and CEO, Humana Humana associates' journey toward our 2020 Bold Goal of improved health. • Larry Merlo, President and CEO, CVS Health Examining the role that corporations can play to increase community health. • Brian Moynihan, Chairman and CEO, Bank of America Addressing health care costs through engagement and innovation. • Oscar Munoz, Chief Executive Officer, United Airlines Listen first, learn second...then lead. • Andrew Swinand, North American CEO, Leo Burnett Driving innovation and creating competitive advantage through conscious leadership. 	<p><i>Topic introduced by Henry Kravis, Co-Chairman and Co-CEO, KKR and Terry Lundgren, Executive Chairman, Macy's, Inc.</i></p>
<p>6. Charting Our Future, Celebrating Our Past</p> <p>Since the CEO Roundtable first convened in 2013, our guiding values have been steadfast: to lead by example and incorporate innovation in the workplace that helps employees build, maintain and monitor healthy lifestyle habits and celebrate those successes. Our members have an exceptional opportunity to build a legacy through individual and corporate philanthropic giving and concepts to meet this challenge will be shared.</p> <p>As Henry and Terry conclude their time as our founding Co-Chairmen, we honor them with legacy awards commemorating their dedication to improving the health of our nation's workforce. We will hear comments from our new leadership as the group charts the next leg of this journey and sets its sights on new goals and critical issues for CEOs.</p>	<p><i>Nancy Brown, CEO, American Heart Association</i></p>
<p>7. Conclusion and Final Remarks</p>	<p><i>Henry Kravis, Terry Lundgren</i></p>
<p>Adjourn</p>	



CEO ROUNDTABLE EXECUTIVE OVERVIEW

An Unprecedented Leadership Collaborative

The American Heart Association has served as a longstanding resource for companies that are committed to helping their employees achieve healthier, longer and more productive lives. That's why 37 CEOs from America's largest companies have joined the **American Heart Association CEO Roundtable**, a leadership collaborative dedicated to evidence-based approaches to workplace health that focus on employee engagement and building a corporate culture of health.

Fueled by the science and mission of the Association, member CEOs take bold action to help create scalable solutions and systemic change for companies across the country, drive innovations in employee health through evidence-based interventions, and engage and improve the lives of their more than nine million employees and family members. By testing, evaluating and sharing information about what works, the CEO Roundtable is creating real-world actionable strategies to enable a healthy, high-performing workforce that ultimately drives business growth and transforms health in companies and communities.

Leading by Example

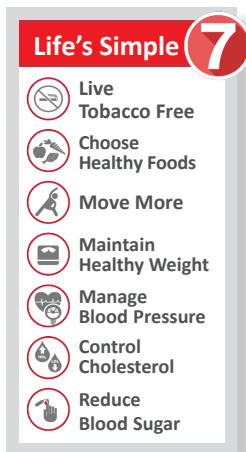
CEO Roundtable Members are leading by example to help meet the Association's goal of improving the cardiovascular health of all Americans by 20 percent by 2020 with simple behavior changes that produce significant results. The CEOs have collectively pledged to support these guiding principles:

- Serve as role models in taking positive steps toward healthy living.
- Disseminate and support AHA research and other evidence-based outcomes on the science of health in the workplace among employers and employees.
- Incorporate innovative technologies that help employees build, maintain and monitor healthy lifestyle habits.
- Promote AHA's **Life's Simple 7** as an evidence-based common standard for health programs.
- Support a national award to recognize companies that create a culture of health and measurable improvements in health outcomes for its workforce.
- Amplify a clear call to action for other CEOs to join and take action in their own companies and communities.

Impact and Outcomes

The CEO Roundtable has made a big difference in a short time. Some achievements to date include:

- Provided thought leadership and tapped the Association's science and health experts to establish **best practices and guidelines** for improving health and well-being at the workplace.
 - *AHA Presidential Advisory on Workplace Wellness Recognition Programs*
 - *AHA Workplace Health Playbook, powered by the CEO Roundtable*
 - *Workplace Tobacco Policy Summary*
 - *AHA Healthy Workplace Food and Beverage Toolkit*
- Created and launched the first-of-its-kind national **AHA Workplace Health Achievement Index**, a continuous quality improvement program, that recognizes companies who demonstrate measurable improvements in health outcomes for their workforce using evidence-based criteria.
- Commissioned a bi-annual **Nielsen Employee Health Survey** that has provided significant insights for improving employee health and well-being. One specific outcome showed leadership matters: employees who reported knowing their CEO participates in company health programs are much more likely to report **better productivity** (60% vs. 34%), **improved work quality** (56% vs. 29%), and **higher job satisfaction** (54% vs. 23%).
- Inspired the **AHA Center for Workplace Health Research & Evaluation** to help translate the latest science into practice, and support employers to implement high-impact, evidence-based solutions.
- Tested digital tools, functionality and features to support healthy behavior changes.
- Supported programming and studies to inform and identify effective policies, programs and practices in workplace health.



CEO Roundtable Leadership



Henry Kravis

KKR

Co-CEO & Co-Chairman



Terry Lundgren

Macy's, Inc.

Executive Chairman



Nancy Brown

American Heart Association

CEO

heart.org/workplacehealth



CEO ROUNDTABLE EXECUTIVE OVERVIEW



Andrea J. Ayers
Convergys
President and CEO



Mitch Barns
Nielsen
CEO



Marc Benioff
Salesforce
CEO



Chip Bergh
Levi Strauss & Co.
President and CEO



Bruce Broussard
Humana
President and CEO



David Calhoun
Blackstone
Senior
Managing Director



Robert M. Dutkowsky
Tech Data
Chairman and Chief
Executive Officer



Cathy Engelbert
Deloitte
CEO



Eric J. Foss
Aramark
Chairman, President
and CEO



Ken Frazier
Merck
Chairman, President
and CEO



James P. Gorman
Morgan Stanley
Chairman and CEO



Alex Gorsky
Johnson & Johnson
Chairman and CEO



Mindy Grossman
Weight Watchers
CEO



Milton Johnson
HCA
President and CEO



Hal Lawton
Macy's, Inc.
President



Andrew N. Liveris
The Dow Chemical Company
Chairman and CEO



Mike Mahoney
Boston Scientific
President and CEO



Larry Merlo
CVS Health
President and CEO



Brian Moynihan
Bank of America
Chairman and CEO



Oscar Munoz
United Airlines
CEO



Stefano Pessina
Walgreens Boots Alliance, Inc.
Vice Chairman and CEO



Virginia M. (Ginni) Rometty
IBM
Chairman, President
and CEO



Horacio D. Rozanski
Booz Allen Hamilton
President and CEO



Pietro Satriano
US Foods
President and CEO



Mark Schneider
Nestlé S.A.
CEO



Pascal Soriot
AstraZeneca
Executive Director and
CEO



Randall Stephenson
AT&T
Chairman and CEO



Andrew Swinand
Leo Burnett Group
North America CEO



James Tisch
Loews Corporation
President and CEO



Bernard J. Tyson
Kaiser Permanente
Chairman and CEO



Al Walker
Anadarko
Chairman, President
and CEO



Tim Wentworth
Express Scripts
CEO and President



David West
Smuckers
Strategic Advisor to the
Executive Committee



Eric C. Wiseman
VF Corporation
Executive Chairman



GUEST SPEAKER BIOGRAPHIES



Robert Fedorko

Director of Culinary Innovations, Nestlé USA

Robert Fedorko serves as Director of Culinary Innovations for the Nestlé USA, Inc., based at the company's Solon, Ohio location. There he oversees the culinary innovation efforts for the company's various brands which includes STOUFFER'S® and LEAN CUISINE® frozen prepared entrees and meals, BUITONI® refrigerated pasta and sauce as well as HOT POCKETS® and LEAN POCKETS® brand sandwiches and snacks as well as the Pizza brands that includes DIGIONO, CALIFORNIA PIZZA KITCHEN, JACKS and

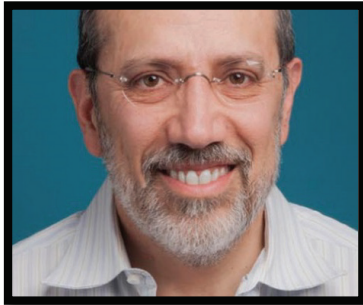
TOMBSTONE. Additionally, he collaborates with the teams running the company's Baking, Confections, Beverage and Ice Cream divisions.

In 2015, he returned to Ohio to join Nestlé to lead its Culinary Innovation program, which is charged with building the Nestlé Culinary Vision by utilizing the talents of a world-class team of culinary experts who support innovation across Nestlé USA.

Robert brings to Nestlé thirty years of varied experience, from opening new hotels and restaurants across the U.S. to designing the next generation experience in the movie theater dining business. A classically trained chef, Robert is well-versed in traditional as well as modern cooking technique. Robert has lived throughout the U.S. and has spent time studying cuisine in both Italy and France.



GUEST SPEAKER BIOGRAPHIES



Juan B. Ochoa, MD, FACS

Chief Medical Officer, Nestlé Health Science

Dr. Juan Ochoa completed his first residency training in general Surgery with a focus on trauma in Colombia in 1988. He then came to the US to pursue his interests in basic research and was the first to demonstrate that excessive nitric oxide production in humans could explain the hemodynamic instability of sepsis. He began a second residency position at the general

surgery program at the University of Pittsburgh in 1991.

In 1996, Dr. Ochoa completed his training and a fellowship in Multidisciplinary Critical Care holding a full time clinical practice in surgery and critical while also obtaining support from the National Institutes of health to continue his independent research on nitric oxide production in trauma and surgery patients. Upon returning to the University of Pittsburgh, Dr. Ochoa became Professor of Surgery and Critical Care and associate director for trauma services at UPMC. During his tenure at the University of Pittsburgh, his laboratory discovered the presence of cells that specialized in destroying the amino acid arginine, explaining why this nutrient is conditionally essential requiring replenishment in patients undergoing surgery or after trauma. In 2008, Ms. Jean Marx in SCIENCE (the journal) interviewed him about the discovery of arginine destruction by myeloid cells. His work has been essential at defining arginine deficiency as a cause of immune dysfunction in several illnesses including surgery, trauma and certain cancers.

In 2010, Dr. Ochoa accepted the offer of becoming the Medical and Scientific Director for Nestlé HealthCare Nutrition USA and eventually chief medical officer for Nestlé Health Science in North America. Dr. Ochoa has published over 120 manuscripts including chapters and peer-reviewed articles in prestigious journals. His work at Nestlé Health Science has focused on demonstrating the value of specialized nutrition aimed at meeting the distinct nutrition requirements of patients with different illnesses.



GUEST SPEAKER BIOGRAPHIES



Muredach P. Reilly, MBBCh, MSCE

**Director of the Irving Institute for Clinical and Translational Research
Columbia University**

Dr. Reilly is the Herbert and Florence Irving Professor of Medicine (in Cardiology) and director of Columbia University's Irving Institute for Clinical and Translational Research, a multi-departmental research program that aims to speed the discovery and development of new therapies and preventive strategies for patients. A cardiologist by training, Dr. Reilly focuses on identifying genes that increase the risk of heart disease and heart attack. His work is aimed at understanding how these genes affect an individual's heart disease risk and the pathophysiology of the disease. Dr. Reilly's cardiovascular research team is using this information to find ways to improve patient care for those with heart disease.

Dr. Reilly earned his medical degree at University College, Dublin, Ireland. He also earned a master's degree in epidemiology and biostatistics at the University of Pennsylvania. In 2013, the University of Pennsylvania bestowed the Osler Patient-Oriented Research Award upon Dr. Reilly. Previously, he was presented with a Special Recognition Award from the American Heart Association for his work to enhance heart disease awareness and advance cardiovascular research.



GUEST SPEAKER BIOGRAPHIES



Murat Sönmez

**Head of the Center for the Fourth Industrial Revolution
Managing Board Member, World Economic Forum LLC**

Murat has a BSc in Industrial Engineering from Bosphorus University, Istanbul, Turkey, and an MSc in Industrial Engineering and Operations Research from Virginia Tech.

Murat helped pioneer peer-2-peer IP based computing in the 1990s, changing the efficiency of trading platforms and the way semi-conductor factories worked. He was a member of the project team that created Yahoo Finance and real time updates as well precision distribution of electricity.

Murat started in Silicon Valley in 1983 with Consilium, a provider of semiconductor factory automation software, before moving to Teknekron Software Systems as a product manager in 1994. From 1997 to 2014, he was a member of the founding team TIBCO Software, a real-time predictive data analytics software company in Palo Alto, California. He helped build the company's European presence and their finance market. In 2014, he joined as a Member of the Managing Board of the World Economic Forum.



GUEST SPEAKER BIOGRAPHIES



Victor J. Strecher, PhD

University of Michigan School of Public Health

Author, “Life on Purpose”

Vic Strecher PhD MPH is a professor at the University of Michigan’s School of Public Health and Director for Innovation and Social Entrepreneurship. For over two decades Vic Strecher has been a leader and visionary in the fields of health and well-being, creating new solutions that operate at the intersection of the science of behavior change and advanced technology.

A noted researcher and successful entrepreneur, Vic has cultivated a passion for connecting academic research to practical applications. In 1998, Vic created Health Media pioneering Web-based “digital health coaching.” The company set a new benchmark for scalable, lifestyle and condition management program delivery. Health Media was acquired by Johnson & Johnson in 2008.

In late 2014, Vic founded JOOL Health Inc. as a major paradigm shift in how individuals engage in the pursuit of well-being while offering organizations a more insightful means to support positive, healthy change. Vic and his work have recently appeared in the Wall Street Journal, the Los Angeles Times, WIRED, the Chicago Tribune, and at TEDMED and TEDX events. He lives in Ann Arbor, Michigan with his wife Jeri.



GUEST SPEAKER BIOGRAPHIES



Craig B. Thompson, MD

President and CEO, Memorial Sloan Kettering Cancer Center

Craig B. Thompson, M.D., is the President and Chief Executive Officer of Memorial Sloan Kettering Cancer Center (MSK). Dr. Thompson received his BS from Dartmouth and MD from the University of Pennsylvania, followed by clinical training in internal medicine at Harvard Medical School and in medical oncology at the Fred Hutchinson Cancer Research Institute.

Dr. Thompson has extensive research experience in cancer, immunology, and translational medicine. His current research focuses on the regulation of cellular metabolism during cell growth/differentiation and on the role that metabolic changes play in the origin and progression of cancer. Dr. Thompson is a member of the Institute of Medicine, the National Academy of Sciences, the American Academy of Arts and Sciences, and the Medical Advisory Board of the Howard Hughes Medical Institute. He is also a Fellow of the AACR Academy.



PROMOTION

THE FUTURE OF HEALTHCARE

Promoting a Culture of Health and Well-Being in the Workplace

BY SUSAN BURNELL

Some healthy competition may be just what companies need to help their employees achieve healthier, longer and more productive lives. That's the idea behind the American Heart Association's Workplace Health Achievement Index.

The Index, available at no cost to employers, provides an evidence-based approach to measure the comprehensiveness and quality of workplace health programs. It also measures the overall heart health of their employees. Companies can attain gold, silver and bronze status based on how well they meet the American Heart Association's criteria for implementing high-quality health policies, programs and environmental supports toward a healthier workforce.

Recognizing Healthy Companies Through Healthy Competition

"The Workplace Health Achievement Index was a vision of our CEO Roundtable," says the Association's CEO Nancy Brown. "CEOs know that companies respond well to healthy competition, and if they could be recognized for achieving health goals, it would not only raise their level of interest, but also empower them to build healthier workplaces."

The 30-plus-member CEO Roundtable, led by Henry Kravis, co-CEO and co-chairman of KKR; Terry Lundgren, executive chairman of Macy's, Inc.; and Brown, represents some of the nation's largest and most influential corporations and organizations. With scientific guidance by the Association, the group is an incubator for developing innovative solutions to improve workplace health.

Adding an element of recognition raises the stakes while creating a sense of urgency.

"We know companies care a lot about what other organizations are doing," says Brown. "We know there is a lot of competition in the marketplace to attract and retain the most capable employees. Weaving health into the fabric of their organizations is good business, and CEO Roundtable companies are forerunners in this movement."

"Our CEO members have collectively pledged to improve the health of our nation's companies, their employees and communities," says Kravis. "We're pleased to see more companies join us on this important mission and help share our collective best practices on workplace health initiatives with all of America's employers."

A Culture of Health

The Index creates momentum around the American Heart Association's mission: to build healthier lives free of cardiovascular diseases and stroke.

"One of the differentiators of the Index is that it provides science and evidence where it hasn't existed before—about what works and what doesn't work in the workplace," says Brown.

The U.S. now spends more on healthcare than any other country, yet it ranks 28th in life expectancy, according to a 2016 Organisation for Economic Co-operation and Development (OECD) report. Chronic disease prevention and

promoting optimal health are essential to improving the health and productivity of the U.S. workforce. A culture of health within the workplace can have a significant impact on the estimated population of 155 million working-age adults.

A Continuous Journey to Improvement

"Actively investing in employee and family health is a business theory that provides two-way benefits," says Lundgren. "Participating in the Index allows for best practices to be cultivated and shared, with the benefit of real data to support outcomes. It's no secret that when employees are engaged and energized, they bring their optimum energy to work. At Macy's, Inc., we've cleared traditional hurdles by making programs available to participants at no cost, as well as being easy to access."

Brown hopes companies will use the Index as a continuous quality improvement journey to satisfy policy and program gaps identified through their assessment. "Implementing evidence-based measures listed in the Index will not only increase their ranking on the Index, it can also have a positive impact on employee health and productivity." ■



The Association's workplace health products and services leverage the science behind the Index while improving consumer engagement and promoting healthier behaviors. For more information, visit www.heart.org/workplacehealth.





Congratulations to some of America's healthiest organizations

The American Heart Association is proud to recognize the below organizations for their dedication to building healthier workplaces. These organizations scored highest on the American Heart Association's Workplace Health Achievement Index, which was developed in collaboration with the Association's CEO Roundtable and its Center for Workplace Health Research and Evaluation.

Gold (Index score of 175-217)			
Adventist Health Castle (Kailua, HI)	Constellation Brands, Inc.	JLL	Pinnacol Assurance
Akron Children's Hospital	Crescent Bank	Johns Hopkins All Children's Hospital	PyraMax Bank
American Commercial Barge Line	CSAA Insurance Group	Johnson & Johnson	Restaurant Technologies
American Greetings	CVS Health	Kaiser Permanente	Schneider Electric USA
American Heart Association	Dallas-Fort Worth International Airport	King Ranch, Inc.	Seminole County Sheriff's Office
Arthrex	Delta Air Lines	KKR & Co. L.P.	Sentara Healthcare
Assurance	Duke Realty	LG&E and KU Energy LLC	Southcoast Health
Baylor College of Medicine	Eaton Corporation	Lutheran Senior Services (St. Louis, MO)	St. Luke's Hospital (Chesterfield, MO)
BBVA Compass	Edwards Lifesciences	Macy's, Inc.	Terumo BCT
Booz Allen Hamilton	eni	MassMutual	Texas Health Resources
Brown University	Erie Insurance	McCarthy Holdings, Inc.	The Breakers Palm Beach
CARF International	Florida Blue	Memorial Health (Marysville, OH)	The Dow Chemical Company
CaroMont Health	Franklin Synergy Bank	Mercy (Chesterfield, MO)	The School District of Palm Beach County
Central Florida Health	Froedtert Health	Meredith Corporation	The Starr Group
Centura Health	Harris Health System	Methodist Health System (Dallas, TX)	VF Corporation
Chevron Pascagoula Refinery	Higginbotham	New London Hospital	Walsh Duffield Companies, Inc.
Children's Hospital Colorado	Hill Physicians Medical Group	Northern Westchester Hospital	Wolter Group LLC
Chr. Hansen, Inc.	Humana Inc.	Norton Healthcare	
	IBM	OrthoCarolina	
	Jaeger & Flynn	Phoenix Children's Hospital	

Silver (Index score of 130-174)			
Adventist Health (Los Angeles, CA)	CooperSurgical	Keenan & Associates	Rush System for Health
Aetna	CooperVision	Kent State University	San Diego Center for Children
Akin Gump Strauss Hauer & Feld LLP	Core Creative	KentuckyOne Health	San Diego Unified School District
Alliant Energy	Coventry, Inc.	Lake Land College	South County Health (Wakefield, RI)
AlloSource	Creighton University	LCEC	Spectrum Brands
AssetMark	Denver Water	Lee Health	Sprint
AT&T	Desert Oasis Healthcare	LifeStart Wellness Network	Streck
Atos IT Solutions & Services, Inc.	Devereux Advanced Behavioral Health	Living Well Disability Services	Stronghold Engineering, Inc.
Bayer (Myerstown, PA)	El Rio Health	Mark Miller Subaru	Tampa Bay Trane
Bisk	Emerson	Martin's Famous Pastry Shoppe, Inc.	The Arc of Rensselaer County
BJC HealthCare	Ent Credit Union	Medical Mutual of Ohio	The Bank of Tampa
Boehringer Ingelheim	Epic Insurance Solutions	Memorial Hermann Health System	The Beck Group
Boehringer Ingelheim Pharmaceuticals, Inc.	Ericsson	Merck	The Rochester Institute of Technology
Bouchard Insurance	Fairchild Medical Center	Metro Nashville Public Schools	The Vitality Group
Boulder County	Fifth Third Bank	MillerCoors	Turner Construction BOS - MIT SoMa Project
BPM LLP	First Insurance Company of Hawaii	Miniature Precision Components (MPC), Inc.	UNICOM Engineering
Cambia Health Solutions	FirstEnergy	MVP Health Care	University of Maryland Upper Chesapeake Health
Cardiovascular Provider Resources/HeartPlace	Florida Hospital Wesley Chapel	Nielsen	University of Missouri System
CareFirst BlueCross BlueShield	Fort Worth Transportation Authority	Novant Health	University of San Francisco
Carolinas HealthCare System	Freeman Health System	Omaha Steaks	USI
Carthage Area Hospital	Gilead Sciences	OneADP Augusta	Wellspring, Inc.
Cerner Corporation	Gresham Smith and Partners	Ortho Clinical Diagnostics	West Bend Mutual Insurance Company
CESA #1	Group Health Cooperative of Eau Claire	Passport Health Plan	Whatabrands LLC
Children's Hospital of Wisconsin	Halvor Lines	People of Faith Inc. DBA: Royal Oaks	Whirlpool Corporation
Cigna - Tampa Office	Hawai'i Pacific Health	Phelps Hospital, a member of the Northwell Health System	White Plains Hospital
City of Boulder	HDR	Pima Community College	Wildwood Programs
City of Cincinnati	HealthSouth Rehabilitation Institute of Tucson	Premier Health (Dayton, OH)	Yale New Haven Health
City of Naples	Hendrickson	ProCare Rx	YMCA of the Pikes Peak Region
City of Rock Hill	HPMC Occupational Medical Services	Prospect Medical Holdings	
Clark Nuber	Huntington Hospital (Pasadena, CA)	Quest CE	
Collegiate School (Richmond, VA)	Interstate Batteries, Inc.	RK	
Contec, Inc.	IPS Advisors	RoyOMartin	
	JMARK Business Solutions, Inc.		

To see the full list of recognized companies, visit heart.org/workplacehealth



CEO Roundtable

Featured Case Studies from the
“Resilience in the Workplace” white paper



CASE STUDY: **Deloitte.**

Building a resilient workforce

At Deloitte, we believe that well-being isn't mutually exclusive to performance – it's needed to meet the demands of a fast-paced industry. In professional services, people are our greatest asset and we want them to be at their best at work and at home. **Our professionals help clients solve big problems, so they need to be focused and innovative.** That's why we invest in the well-being of our people through our holistic program **Empowered Well-being**, and support them in body, mind and purpose. We also know that every professional will experience periods of stress – it may be driven by a big project, a leadership change, or even an unexpected issue at home. Regardless of the cause, we provide resources to help manage stress and opportunities throughout the year for strategic recovery to build long-term resiliency. Our strategy is simple – we embed resiliency in our culture by providing: education and resources on effective stress management strategies, time for our people to disconnect and recover, and programs that can support a range of life events. And our leaders are critical to our strategy by communicating, role-modeling and encouraging positive behaviors.



Rest and recovery

When it comes to addressing stress, building in time for rest and recovery is key. We collectively disconnect as an organization on holidays and two well-being days each year. This year, we expanded those two well-being days to create a “year-end shutdown” between Christmas and New Year’s so we can all spend time with friends and family.

The holidays are one opportunity for our people to disconnect, but for some they aren't always relaxing. So we also encourage them to leverage our generous paid time off (PTO) throughout the year so that they can spend time recharging, whether that's traveling, spending time with loved ones, doing a favorite hobby, or simply relaxing. We do this by providing our people with resources to help them plan their PTO effectively so they can truly disconnect, called the PTO Etiquette guide. We encourage managers and leaders to make time-off a part of on-going performance conversations. And our Vitals dashboard is helping us preemptively identify those that may be at risk of burnout through a data-driven approach (you can learn more about Vitals online.)

Education and resources

Resiliency starts with learning smart strategies for dealing with stress. We provide our people with educational opportunities and resources so they can learn behaviors that are easy to embed in their everyday lives and we endeavor to embed these into our ongoing training programs. For instance, our **Bounce back** and **Upside of Stress** well-being guide and micro-learning provides practical exercises for stress management and recovery. These resources help our professionals learn how to build recovery into their day with simple micro-behaviors like taking a few minutes for deep breathing, or scheduling 25/50-minute meetings to create buffers in between. They also provide a greater understanding for ways to leverage stress in positive ways like reframing and playing to your strengths. We also offer in-person and virtual classes on energy management, providing a more multi-disciplinary approach that pulls together the sciences of performance psychology, physiology and nutrition for a holistic foundation to resiliency. In response to the initial pilot of our in-person class, **more than 98% of respondents said that they benefitted from participating in this program, and a full 100% said they would recommend the course to others.** “In my entire professional career, I have never called a training program ‘life-changing.’ This was life-changing. After this program, I feel fully empowered to take control of my well-being,” said one participant after completing the program.



Mindfulness and meditation can be an effective strategy to managing stress and incorporating recovery into your day, so we provide education and resources to help our people learn how to build and sustain a restorative and relaxing meditation practice, including an in-person, science-based program designed to deepen mindfulness and self-awareness. **Of the initial pilot, 90% of participants thought the course was a valuable use of their time and the same percentage felt like they could immediately apply the lessons learned from the course.** Our virtual chair yoga program includes 20-minute virtual webinars conducted by Deloitte's very own professionals who also happen to be certified yoga instructors. They walk participants through a series of gentle exercises and breathing techniques that can be done from the comfort of an office, cubicle or home. As one participant explained, "it helped me learn moves I can use throughout the day, while on calls etc. I truly felt more focused and positive for the rest of my day afterwards." And for those on the road, our micro-learning, well-being guide, and Yoga on the go resources provide easy tips and practices that you can do anywhere at any time.

Supporting the life journey

Family Leave



Throughout the life journey, many milestones can become the catalyst for stress. Whether it's the birth of a child, or dealing with an unexpected family illness, time is essential to address changing family needs. In 2016, Deloitte announced its Family Leave Program to provide greater support for these life events. The program offers eligible professionals up to 16 weeks of fully paid leave to support a wide range of life events, such as bonding with a new child or caring for a spouse/domestic partner, parent, child, and/or sibling with a serious health condition. While some professionals may never need the program, many have provided the feedback that knowing it is there offers piece of mind.

Sabbatical Opportunities



Our people have a diverse range of personal and professional interests, from unique hobbies, to volunteer and pro-bono work. No career journey looks alike. For those that want time to pursue these other interests and passions, we offer two sabbatical programs. One is an unpaid one-month sabbatical that can be taken for any reason and the other is a three to six month sabbatical that can be taken to pursue personal or professional growth opportunities in the areas of career development or volunteerism for 40% of their pre-sabbatical base salary. Sabbaticals allow our people to take time away from work to focus on their passions so they can return energized and focused.

The journey continues

Each year we conduct a talent survey to measure employee engagement around well-being, trust and integrity, future vision, and more. From FY15 to FY16 our survey reported a double-digit jump in well-being and our recent survey continues to trend in the right direction. Employees indicated a higher rate of satisfaction with stress level and support, indicating that continued investment and action has resulted in meaningful improvements across the organization. **Additionally, our 2017 ranking for the Fortune 100 Best Companies to Work For jumped an astounding 26 points from last year.**



At Deloitte we see resilience as a key part of our well-being journey. Our investment in resilience related education and programs is a step in the right direction for us. Over the next years, we will be developing more well-being and resilience related educational programs to help our people learn and implement strategies and behaviors that help them perform at their best, and continue to look for ways to innovate our well-being related offerings to meet the evolving needs of our people.



About Deloitte

Deloitte provides industry-leading audit, consulting, tax and advisory services to many of the world's most admired brands, including 80 percent of the Fortune 500. Our people work across more than 20 industry sectors to deliver measurable and lasting results that help reinforce public trust in our capital markets, inspire clients to make their most challenging business decisions with confidence, and help lead the way toward a stronger economy and a healthy society.

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“ In my entire professional career, I have never called a training program ‘life-changing.’ This was life-changing. After this program, I feel fully empowered to take control of my well-being. ”

- Participant's quote after attending initial pilot program



CASE STUDY: *Johnson & Johnson*

Background

Caring for the world, one person at a time, inspires and unites the people of Johnson & Johnson. We embrace research and science—bringing innovative ideas, products and services to advance the health and well-being of people. Our approximately 132,500 employees at more than 250 Johnson & Johnson operating companies work with partners in health care to touch the lives of over a billion people every day, throughout the world.

This undertaking starts with caring for our own workforce. Inspired by our Credo — that anchors our actions to ensure Johnson & Johnson makes the needs of the people a top priority, our company has a 100+ year legacy of improving and sustaining the health and wellness of its employees. Believing that caring for the health and well-being of its employees is not only good for the health of the business, but ultimately good for the health of families, customers and patients everywhere.

HealthForce 2020 is Johnson & Johnson's innovative, integrated approach to support healthy choices and healthier lives through a culture of health. Because our people are at the center of what we do, we have established 2020 goals that enable and inspire every one of us to achieve our personal best in health and well-being. These goals are based on our populations' top health risks (physical inactivity, unhealthy eating and stress), and provide integrated solutions that allow for choice, customization and connection. Through these scalable and customizable programs and services, we are providing precision wellness solutions that are adaptable to our global workforce and that address the whole person.

The HealthForce 2020 goals will be obtained by:

- **Linking science-based training to every individual's unique purpose and mission through Energy for Performance® training.**
Goal by 2020: Train at least 100,000 employees in the principles of energy management.
- **Empowering and sustaining healthy habits with customizable, scalable digital health tools that reward healthy behavior, through gamification, education and networking.**
Goal by 2020: Connect at least 100,000 employees to their health via digital health tools.
- **Creating an environment and culture of Healthy Eating and Healthy Movement so the healthy choice is the easy choice.**
Goal by 2020: At least 100,000 employees will have access to fully implemented Healthy Eating and Healthy Movement policies.

Resilience Program Rationale

Train at least 100,000 employees in the principles of energy management by 2020

In 2009, Johnson & Johnson began offering the Energy for Performance® training to its employees. According to American Psychological Association, in 2015, 64 percent of adults in the U.S. reported work as their top stressor and 34 percent stated that their stress had increased over the past year. So, we recognized that to sustain high performance in this type of environment, it is important to help our employees build their resilience so they can better recover, adapt and grow from stress. We also surveyed our customers to understand what they are trying to solve for within their own workforces and many identified that workforce stress was a top concern.

The Energy for Performance® training is derived from the Corporate Athlete® course by the Johnson & Johnson Human Performance Institute. It utilizes a multi-disciplinary approach built on the sciences of performance psychology, exercise physiology and nutrition to create lifelong behavior change via integration of the employee's personal mission with their spiritual, mental, emotional and physical well-being.

Our commitment to employee health and well-being has a proven return on investment with demonstrated links to improved market performance.¹ Through robust participation in these programs — with more than 90 percent of our global population

¹ 2009 dollars; (2011 Health Affairs, Henke); "Do Workplace Health Promotion (Wellness) Programs Work?" (JOEM, 2014); "The Link between Workforce Health & Safety and the Bottom Line" (2013 JOEM, Fabius)



participating in a personal health risk assessment in 2015 — many employees have made meaningful reductions in rates of obesity, high blood pressure, high cholesterol, tobacco use, physical inactivity and poor nutrition.

Outcomes

Energy for Performance® training is a key employee health strategy built to empower employees to achieve their personal best — in health and well-being. This training was developed by the Johnson & Johnson Human Performance Institute and is available to all employees through a partnership with Johnson & Johnson Global Health Services.

A retrospective study² on the Energy for Performance® training was conducted using quasi-experimental matched-control design. It evaluated key findings during 2009 – 2015 from 9,612 U.S.-based full-time employees of Johnson & Johnson. The study findings were initially presented by Jack Groppe, PhD, at the Health Enhancement Research Organization annual conference in 2016.

Performance



Employees who completed the longer duration Energy for Performance® course were associated with an **18 percent higher likelihood of receiving a top rating the following year**. The relationship between the 2.5-day course and employee performance was almost 2.5 times greater than that of the one-day course. The half-day course did not produce statistically significant employee performance outcomes.

Retention & Promotion



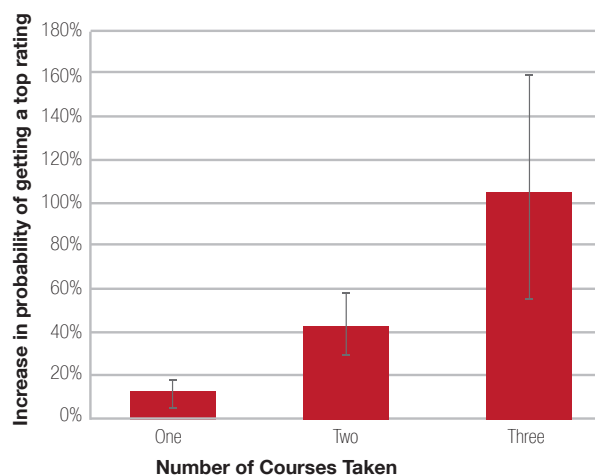
Energy for Performance® graduates were significantly more likely to stay at Johnson & Johnson over the six-year period studied. We also found that participation in the Energy for Performance® course was associated with a **25 percent higher likelihood of receiving a promotion** — defined as an increase in pay grade — in the year following course completion.

Length of Course and Enrolling Multiple Times



The greatest impact is associated with longer classes and taking the class multiple times — showing increased employee performance and retention of these higher performing employees. There were also high levels of self-reported employee satisfaction; 92 percent of course graduates stated they were 'Likely' or 'Extremely Likely' to make significant life changes using what was learned during the training.

Taking multiple Energy for Performance® courses was associated with increased performance



*Adjusted by previous performance, sector, pay grade, and function

**Error bars are standard error of relative risk

***Performance and number of courses taken n's: Zero=4807, One=4395, Two=373, Three=35

Source: Alec Munc, PhD, Adam Myer, PhD (2016) Energy for Performance®: Evaluation of Course Impact with Johnson & Johnson Employees. Findings presented by Jack Groppe, PhD, at Health Enhancement Research Organization annual conference, 2016.

² This study found an association, it does not support claims of causation. The rigor for causation cannot be addressed with this study.



Implications for Johnson & Johnson employees and leaders

- The Energy for Performance® course is associated with increased employee performance and retention and makes a compelling case to provide access to training for most Johnson & Johnson employees.
- The greatest impact is associated with longer classes and taking the class multiple times, indicating a need to sustain energy management training for employees and providing a supportive environment beyond the initial training.
- Findings from increased employee retention translates to an estimated savings from reduced turnover costs of \$60 million for the 30,000 trained to date and \$200 million when the 2020 goal of training³ all 100,000 employees is reached and assumes the average Johnson & Johnson salary.

“ One of the things that I really need to work on even after having gone through Corporate Athlete [Performance] was managing my own stress level. Now, when I encounter those stress events that are inevitably going to happen – I now have another tool that I’m going to be able to use in managing through those events and perform at a high level. ”

– J&J Human Performance Institute Corporate Athlete® Graduate

What’s Next?

In 2017, we launched the Corporate Athlete® Resilience training course, working with Dr. Jim Loehr, co-founder of the Johnson & Johnson Human Performance Institute, to design the framework for the course, leveraging principles of Corporate Athlete®. His work has supported individuals in high stress environments to build resilience and sustain high performance for more than 30 years. Dr. Loehr worked with Johnson & Johnson to understand the primary components of resilience, define resilience, and integrate resilience into our Human Performance Institute’s unique change model. Foundationally, the course helps individuals train every day to build resilience. It is a course that re-defines stress as an opportunity for growth and explores the science of recovery to provide individuals with practical tools to help them become more resilient, perform at their best and live their most meaningful life — even in the face of uncertainty and high stress. The course was developed in response to feedback from Corporate Athlete® graduates and truly addresses the upward trend of burnout in the workforce.

We believe that the Corporate Athlete® Resilience is different than other resilience programs because it uniquely focuses on the whole person – exploring resilience in the physical, emotional, mental and spiritual dimensions. In addition, we believe that a positive stress mindset, strategic recovery, a connection to purpose are the tools that help build resilience over time. Many other resilience programs only focus on emotional or mental resilience. Also, Corporate Athlete® Resilience helps individuals leverage stress for growth rather than avoid or minimize stress. This program provides practical techniques that anyone can use every day to train to build their resilience.

In the Corporate Athlete® Resilience program, resilience is defined as the ability to recover, adapt and grow from stress. Redefining stress into three unique categories – normal, training, excessive – can support strategic recovery as a resilience training technique and connect to purpose to motivate continuous training to build resilience and sustain high performance. We want participants to walk away from the program with the tools and techniques to help them create a positive stress mindset, improve the balance between stress and recovery in their life, and connect more deeply to their purpose because we believe that these are three drivers that contribute to improved resilience.

Together, we’ll create healthy habits that can help us stay mentally focused, purpose-driven and resilient to the daily stressors.

³ Center for American Progress, Boushey, Heather and Sarah Jane Glynn, “There are significant business costs to replacing employees” 2012.



CASE STUDY: KKR

Background

KKR is a leading global investment firm that manages multiple alternative asset classes, including private equity, energy, infrastructure, real estate, credit and, through its strategic partners, hedge funds. Founded in 1976, as of June 30, 2017, KKR has a team of approximately 1,250 employees, consultants and senior advisors, including approximately 370 investment professionals working across 16 industries in offices around the world.

KKR's commitment to providing healthcare and wellness opportunities for employees is evidenced by the internal brand, KKR Wellness Works. Through this initiative, KKR facilitates biometric screenings and flu shots for U.S.-based employees. Those demonstrating a health risk also receive wellness coaching and health management support. Additional offerings include health risk assessments, cancer screenings, CPR training, and support for physical activities, including gym membership reimbursement, as well as walking and running events.

Committed to providing comprehensive and forward-thinking options, in 2014 KKR hired a global head of benefits to provide leadership in this area. In 2015, KKR relaunched Wellness Works heralded with a desk-drop of pressed juices, sweat bands, and a speaker event with renowned performance physician Dr. Jordan Metzl and hosted by co-CEO Henry Kravis. As part of this relaunch, KKR adopted an iterative approach to fostering employee wellness and resiliency, integrating wellness activities, methodologies, and information relevant to the many demographics and constituencies who comprise its employee base.

Resilience Program

Under the proactive vision of co-CEO Henry Kravis, Chief Administrative Officer Todd Fisher, Chief Talent Officer Joan Lavin and Global Head of Benefits Christopher Kim, collaborative analysis of emerging science and trends in wellness, corporate culture and executive performance led to a desire to build the resiliency of the KKR workforce. As KKR's first firm-wide foray into actively cultivating employee-oriented programming, the stakeholders agreed the concepts had to be introduced in an iterative, ongoing flow of information and experiences infused throughout the culture.

One of the biggest challenges to fostering employee resiliency is being able to prioritize actions that support well-being. Our approach has therefore been to integrate thoughtful touchpoints throughout the work experience in which employees receive prompts to shift behaviors that impede resiliency. Focused upon both cognitive aspects such as brain function (problem solving, creativity, clarity), as well as immune and emotional function, topics include: time management, stress management, meditation, sleep hygiene, nutrition, exercise, restorative activities, and therapeutics. The expected outcome has been to both provide resources to support employee resiliency, as well as drive likelihood for employees to proactively integrate life-enhancing choices and behaviors. Key tactics have included the following:

- i. Socialize a culture of well-being exemplified by these concepts as measures of success at KKR and a key driver of professional excellence.
- ii. Normalize proactive self-care as the discipline of champions to generate receptivity, ongoing participation, improvements in cultural and biometric benchmarks.
- iii. Employ a mix of distribution methods for these messages to include everyone in the conversation about choices and performance.



KKR's preparation to develop and implement a resilience program included analysis of best practices at peer organizations, understanding historical initiatives that support employee well-being, interviews with keepers of institutional knowledge, interviews with key strategic providers and vendors for their insights and knowledge about firm appetite/culture with respect to resiliency and well-being, and generating buy-in from key stakeholders among executives.

Employee touchpoints have included desk drops, book giveaways, panel discussions, speaker events with published experts, drop-by participatory learning events, classes, themed series, a rest and recovery room, annual health challenges, 1:1 wellness coaching, and cohort-based wellness intensives. Each element was curated and offered to warm the culture to concepts of resiliency as being relevant not only to quality of life, but also to work performance. Establishing a context of sustainable success as an underpinning to performance at KKR, the goal was for resiliency-enhancing choices and practices to gain traction through Wellness Works offerings and on one's own.

Conveying performance and resiliency as a cultural priority, evolutions include:

- A dedicated rest and recovery room including an EXOS Performance Kiosk
- Musculoskeletal/ergonomics programming
- Meditation series
- Challenges including “step,” nutrition, hydration, sleep, meditation, family-time, philanthropic and physical activity elements
- Learning events addressing resiliency, sleep, nutrition, fitness, musculoskeletal
- The Incubator Wellness Immersion
- On-site screenings beyond typical biometrics (i.e.. skin cancer, vision, oral care)
- 1:1 onsite wellness coaching (double certified Registered Dietitian / Personal Trainer)
- Tough Mudder team sponsorship
- Community Supported Agriculture (CSA) program sponsorship
- Outdoor gatherings including kayaking on the Hudson, Central Park workouts and runs.

We applied a matrix of criteria including strength of evidence, depth of experience, cost-effectiveness, focus upon behavior change, adaptability to customize to fulfill KKR's vision, and propensity to generate a “wow” factor among employees.

As our approach was integrative and designed to intertwine the concepts of resiliency throughout the employee experience rather than existing as a siloed offering, the program was developed in-house with support from strategic consultancy Balance Integration who helped to leverage both existing and outsourced elements and resources with incremental programs and messaging. Our rationale: as resiliency is a driving factor in the success of the firm, it is a topic of ubiquitous importance and so content delivery must also be pervasive.

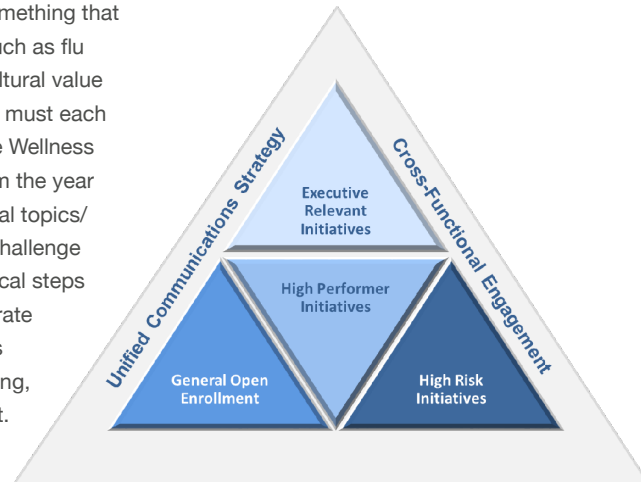
As we worked to infuse resiliency throughout KKR, we considered both the breadth of demographic and psychographic constituencies comprising our employee base, and also how they relate to the below chart:



Each programmatic element contributed to our continued evolution. Four years in, it is clear that utilizing overt competition/ challenges is a key driver of adaptation and socialization of resiliency concepts and behaviors. Best practices embodied in those offerings include sleep hygiene, restorative activities, meditation, exercise, whole foods and healthful hydration.

This program is unique in that it champions resiliency as a firm-held value rather than relegating it to wellness, human resources or benefits.

From pre-2014 positioning of employee well-being as something that can be addressed through purely clinical interventions such as flu shots and biometrics, the underlying innovation is the cultural value held by leadership at KKR that to perform at our best we must each be attentive to being our best. Additionally, each year the Wellness Works team evolves offerings based upon outcomes from the year before, and indicators of cultural receptivity to incremental topics/ behavior shifts. An example of this is “Head Games,” a challenge we offered in 2016 which was a clear break from the typical steps challenge. “Head Games” called on participants to integrate mindfulness and sleep practices into their lives. Activities included sleep hygiene, meditation classes, activity logging, MP3 meditations, and a talk by a renowned sleep expert.



Outcomes

The expected outcome has been to both provide resources to support employee resiliency as well as drive employee likelihood to proactively integrate life-enhancing choices and behaviors. The desired benefits to the firm include greater productivity, reduced claims, nurturing a culture of well-being and resiliency that is more attractive to existing and potential employees, and increasing effectiveness of daily business operations.

KKR used participation, post-offering surveys, self-assessments, biometrics, sustained utilization by constituencies throughout the population and consultation with Wellness Works Ambassadors (i.e., employees passionate about supporting wellness at the firm) to measure implementation and effectiveness success. In terms of touchpoints and participation, with the genesis of the relaunch in late 2014, by 2015 we measured 1,061 actual touchpoints (employees consuming information or coming to an event). In 2016, we measured the following accomplishments:

- Positive Impact - 85%-100% of attendees “recommend attending” programs to other employees. As offerings expand, the brand has become trusted and participation continues to increase.
- Powerful Reach - 16,814 communication touchpoints and 8,008 participation touchpoints across multiple levels, many functions within KKR.
- Launch of Wellness Works Ambassadors Program - 25 program champions nationwide, providing input and support.

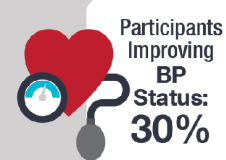
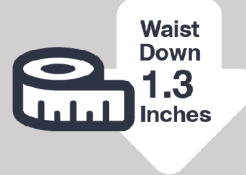
Given the success of these initiatives, the programs have been expanded to global offices.



Our ability to capture unique health improvements directly correlated to a program offering is demonstrated through our wellness immersion, The Incubator. Piloted in 2016 to a group of 30 employees, the following improvements were measured across the 67% of participants who completed both pre- and post-program biometric screenings:

- Average weight loss of 4.3 lbs.
- 1% average reduction in body fat
- Average reduction in waist circumference of 1.3 inches
- Approximately 30% of participants improved their blood pressure status

Average Results Among Participants Completing Post-Program Biometric Screening



Testimonials provided evidence of self-reported improvements in productivity through open-ended options in post-program surveys.

Sample responses are in answer to **“How has participating in the Incubator program enhanced your work productivity?”**

- *“Understanding how to walk away or breathe when my boss drives me crazy will enable me to work better. I used to let it stew, but realizing that was a poor way to deal any issues.”*
- *“I was able to learn how to be more focused.”*
- *“Being more mindful of my habits and productivity.”*
- *“I feel more confident about my health which lets me focus more on work. I also feel better energy-wise!”*
- *“...I wanted to mention how beneficial I found it on so many levels. I went into it thinking it was mainly for weight loss, but feel the realization on stress triggers and ways to deal may be the greatest take-away for me. Looking forward to continuing to evolve and use everything I've learned!”*

What's Next?

In 2018, we will offer a resiliency intensive specifically to our high performer population as both a test run for expanding to all professionals, as well as intelligence gathering for specific aspects of resilience cultivation (time management, meditation, nutrition, sleep hygiene, cognitive intervention, exercise, restorative activities). This program will be a six-week curriculum combining cohort learning and 1:1 coaching, and will be measured using psychographic self-assessment and biometric benchmarks. Additionally, we will pilot 1:1 coaching in locations throughout the U.S., and continue to expand meditation offerings to all populations.

