

VIRGIN PULSE PLAYBOOK

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A MESSAGE FROM OUR CEO



Team,

At Virgin Pulse, we're passionate about inspiring people to live better, every day, and are committed to making a difference in the world by helping people to be healthy, happy and successful in their work and personal lives. Organizations are using our award-winning platform and devices to support employees in every corner of the world to achieve their health and wellbeing goals. These healthy lifestyles, in turn, are driving impressive business results such as decreased employee turnover, reduced absenteeism and lower medical costs. And that's only the beginning. With the data and analytics we're able to provide to our customers and our ability to prove strong VOI (value on investment), our solutions are fast becoming "must-haves" for global organizations.

All of this starts with you – the people and teams who innovate, design, build, test, improve, market, sell, use, and service our world-class solutions and all of you who support our customers and members. At Virgin Pulse, we're creating a culture that is built on a shared vision. We know that our ability to continue to change lives and businesses for good depends on you. You are the foundation of our success and we are committed to supporting and empowering you on all fronts as we continue to fire on all cylinders in 2018.

Thank you for your commitment to Virgin Pulse. I am humbled to work alongside so many hungry, humble and smart people and look forward to what we will do together in 2018 and beyond.

All my best,

David Osborne

David Osborne, CEO

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OUR TEAM

“Wellbeing means different things to different people. Virgin Pulse allows us to address everyone’s wellbeing needs with a consistent platform in a way that is accessible to everyone, wherever they are in the organization.”



Matt Beliveau
Vice President, CHRO, Morton Salt, Inc.

OUR ALL-STARS

Virgin Pulse is a team of hungry, humble, smart and passionate individuals united around a collective goal of changing lives and businesses around the world for good.

As the leading global provider of employee wellbeing and engagement solutions, we have the opportunity to be a force for good. We're part of Sir Richard Branson's famed Virgin Group and we work with businesses around the world to engage their workforces and drive their businesses forward. More than 3,100 global organizations representing many of the Fortune 500 and Best Places to Work are using Virgin Pulse's solutions to help their employees become healthier, happier and more engaged.



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OUR MISSION

At Virgin Pulse, we're on a mission to change lives and businesses for good. It's an important, inspiring mission, and we're proud of it.

**“TAKE CARE OF YOUR EMPLOYEES.
THEY’LL TAKE CARE OF YOUR BUSINESS.”**

Sir Richard Branson, Founder, Virgin Group

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OUR VALUES



At Virgin Pulse, our values underpin everything we do. They unite us and drive us towards our mission – changing lives and businesses for good. They’re the guidelines for how we work together, and how we treat each other, our members and our clients. Our values are not just a plaque on the wall. We live and breathe them.

CHALLENGE COIN

Awarded by our CEO to exceptional employees across the business who have gone above and beyond, the Challenge Coin is a tangible symbol of our values, our business goals and how we behave.



ONE TEAM ONE DREAM



We all share one dream, united and driven. We’re one team, because we respect, trust and care for each other. We’re on a mission to change the world for good, and we’ll only achieve a goal as big as this together. That’s why when we ask for help, we know we’ll get it.

**We fail together. We learn together.
We succeed together.**



WE DELIVER

Our word is our reputation. We live or die by it. If we say we’ll be there, we’ll be there. On time and committed. We go above and beyond to deliver to our clients, our members and to each other. We take employers’ most precious resources – their people – and deliver them back, better than ever, ready to perform at their best. It’s a huge privilege and an even bigger responsibility.

When it comes to what we do, how we do it and how we treat each other – others make promises, we deliver.



LIVE AND BREATHE IT

To be authentic and genuine in who we are and what we do, we need to live and breathe it. We need to show our clients and members what a culture of health and engagement really looks like. And it starts with you. Organize that walking meeting. Head to the gym at lunch. Sleep well, eat well. It’s what gives you the energy and clarity of mind to get the best out of every day.

Because when we ‘do’, they follow. Our clients, our friends, and our families. Lead the revolution.



SERIOUSLY FUN

If changing the world is our destination, then getting there is half the fun. We love the serious work of improving the health and cultures of our clients, but if we can’t have fun along the way, we’re missing our own point. We put in the hard work, and we celebrate the wins – big and small.

Laughter is the music that fills the office and keeps the dance floor buzzing. And that’s why our clients and members want to join the party.



SADDLE UP

We thrive when we’re challenged and we’re not afraid to take risks. Because courage is being scared to death but saddling up anyway. Sometimes it’s the tough conversations with our colleagues and our clients that get the best results. We’re straight talkers – considered and considerate.

We’re bold giving feedback, and brave accepting it, up and down the line.



INSATIABLY CURIOUS

We don’t wait to be told – we’re hungry to find a better way to get the job done. We share our ideas, however big or small, because we know that even small changes can achieve big results. We ask the hard questions to find the right answers. By finding the ‘why,’ then we discover the ‘how’, even if that means turning everything on its head, upside down and inside out.

If there’s a better, faster, simpler way to make things happen, we’ll find it.

OUR GAME PLAN: CHANGING LIVES FOR GOOD®

"People who hear about the wellbeing program we have here with Virgin Pulse want to come work with us. The employees we have want to stay as a result."



Kim Kurtz
Senior Director, Total Rewards, Finish Line

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EMPLOYEE WELLBEING & ENGAGEMENT: IN IT TO WIN IT

Employee wellbeing, engagement and workplace culture are inextricably linked. When employers invest in the wellbeing of their workforce their employees and businesses thrive, together.

But, traditional approaches to employee wellbeing and engagement aren't working — healthcare costs remain high and employee engagement is stagnant. Our approach is different. We help employees create daily habits that improve their wellbeing and power their long-term success. The bottom line? Happier, healthier, more productive workers, stronger employee retention and higher performing organizations.



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MOST VALUABLE PRODUCTS

MANY PATHS. ONE JOURNEY.

Virgin Pulse delivers solutions that grow with each client as their business evolves. Regardless of where they and their employees are on their wellbeing and engagement journey today, Virgin Pulse engages and empowers our clients for tomorrow.



VIRGIN PULSE ENGAGE

is an employee wellbeing and engagement solution that drives sustainable, long-term behavior change and strengthens workforce cultures by providing daily engagement tools, personalized micro-learning, and targeted communications.



VIRGIN PULSE GLOBAL CHALLENGE

is a modern, team-based challenge that improves employee health, performance and engagement. Simple and fun to use, this turnkey event spectacular is offered biannually and as an on-demand event.



VIRGIN PULSE IGNITE

supports organizations in creating healthy cultures from the ground up. Ignite harnesses the power of social networks and friendly, team-based competition to promote healthy habits and drive collaboration.



VIRGIN PULSE CORE

jump-starts employee wellness with a modern approach that helps organizations identify and mitigate employee health risks and reduce healthcare costs.

KEY GAME CHANGERS



CLIENT SUCCESS

- Customer-first, results-driven commitment to service
- Extraordinary expertise delivered by trusted advisors
- Clients love us and our 95% retention rate proves it!



DAILY ENGAGEMENT

- Unmatched daily engagement
- An irresistible, mobile-first experience purpose-built for behavior change
- Can't miss events, exciting content, essential tools



PRODUCT BREADTH & FLEXIBILITY

- Continuous innovation to future-proof workplace cultures
- Flexible, customizable and easy to adopt solutions
- Thought leaders in total wellbeing and engagement



GLOBAL EXPERIENCE

- 10+ years of experience serving global markets
- Industry's only in-region, global-first operating model
- Massively global solution and footprint
- World's most secure ISO/IEC 27001:2013 certified platform



INSIGHTS & ANALYTICS

- Data-driven solutions backed by proven science & outcomes
- Largest data science dream team & Science Advisory Board
- Powerful analytics, actionable workforce insights

BRINGING SAAS TO THE GAME

SaaS (Software as a Service) businesses are valued on a multiple of Annualized Recurring Revenue (ARR), and that multiple increases with faster growth. ARR is a critically important metric for measuring the financial success of our business.

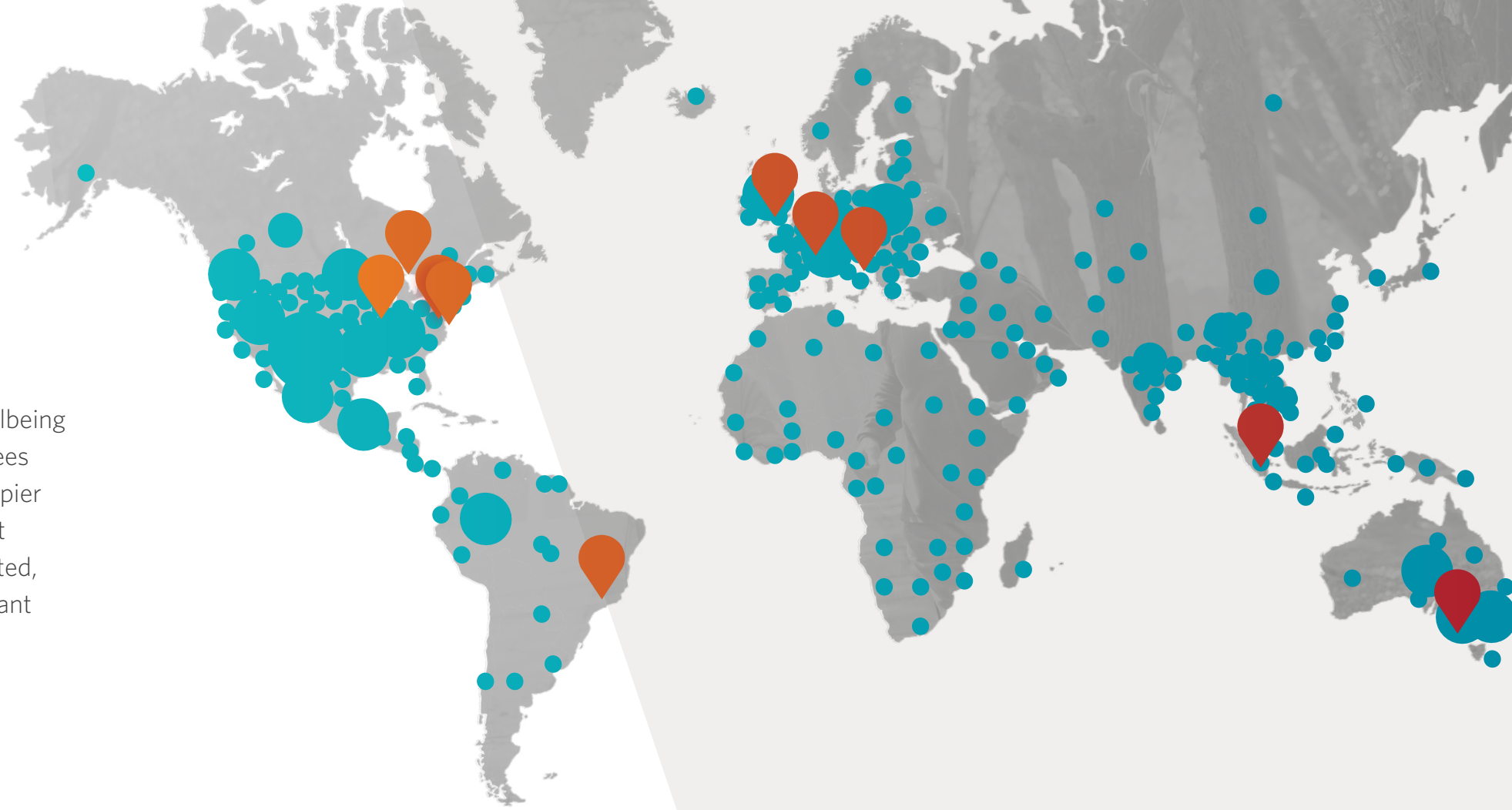
ARR is the annualized value of all contracts or registered Global Challenge participants and includes all clients launched plus any contracts signed, but not yet launched. Churn occurs when a client officially terminates and no longer uses the platform.



GLOBAL PLAYING FIELD

As the global leader in employee wellbeing and engagement, we inspire employees around the world to be healthier, happier and more productive. We ensure that no matter where employees are located, they get a consistent, culturally relevant experience and support.

- Office locations
- Members



A LEAGUE OF OUR OWN

Leading companies around the world and across a wide range of industries trust Virgin Pulse as their wellbeing and engagement partner. By driving breakthrough results in employee health, workforce productivity and business performance, we enjoy an industry-leading customer retention rate of 95% year over year.

BANKING & FINANCE



HEALTHCARE, MEDICAL & INSURANCE



MANUFACTURING



PUBLIC SECTOR & EDUCATION



RETAIL & CONSUMER GOODS



TECHNOLOGY



Clients



Of the
Global Fortune 500



Union and non-union
employee groups



Supporting clients from
7 to 250,000+ employees

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Client Retention Rate

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Public and private
sector clients



Clients with 10,000+
eligible employees



Referral & reseller
partners

WINNING STATS

Every day, Virgin Pulse proves that investing in employee wellbeing is a critical employee engagement strategy that drives significant value on investment for our clients and the millions of members who achieve daily success by using our platform.

BUSINESS PERFORMANCE

45%

Members are more engaged at work due to Virgin Pulse

30%

Lower employee turnover among Virgin Pulse members vs. non-members

42%

More productive at work due to Virgin Pulse, a \$3,500-8,800 FTE/yr productivity increase

MISSION CRITICAL OUTCOMES

DIRECT COST SAVING BENEFIT

2.9x

Lower worker's compensation claims for members vs. non-members

50%

Reduction in injury rates among Virgin Pulse members

15%

Lower unscheduled absences

INDIVIDUAL HEALTH & PERFORMANCE OUTCOMES

16.1%

Average reduction in claims by members vs. non-members

53%

High risk members reduced their overall risk year-on-year

INDIVIDUAL BEHAVIOR CHANGE

30%

Increase in daily step average across entire Virgin Pulse member population

22%

Increase in the number of hours slept by members per night due to Virgin Pulse

IMPORTANT METRICS

GOING FOR GOLD

"I've lost 50 pounds with the Virgin Pulse program. I have more energy to do everything. My confidence has gone up. It's completely life changing."



Jenny Barrera
Member, Providence St. Joseph Health

TEAM GOALS

#1

\$200MM ARR BY END OF 2020

#2

35% EBITDA

#3

95% GROSS RETENTION

#4

PRODUCT NPS OF 50

#5

EMPLOYEE ENGAGEMENT SCORE OF 70

WINNING STRATEGY

2018 STRATEGIC PILLARS



EXPAND INTERNATIONALLY

Only true global solution

Build a truly global infrastructure, product suite and operating model to capitalize on the white space in the international market. Proving the upsell from GC to Engage is critical to our success as well as re-establishing GC historic retention. New market entry through partners or distributors will accelerate our growth trajectory.



WIN WELLBEING

Continue to be the #1 player

Having the best products and positioning are the keys to increasing our market share. We must deliver on our product innovation roadmap, increase channel partnership success, expand our partner ecosystem, and become a true hub platform – while delivering operational excellence to our customers.



BECOME MISSION CRITICAL

Must have for C-Level

Extend platform beyond health into work behaviors to improve outcomes like employee engagement and productivity. Integrate with existing HCM platforms to deliver a seamless employee experience.

Delivering an extended platform to existing customers allows us to establish a beachhead in talent.



EMPOWER OUR PEOPLE

People are the foundation of our company's success

To succeed together we must support the growth of our people by investing in their learning and development, improving mobility and career opportunities and scaling global training and communication. As we grow, we will hire and promote people who are hungry, humble and smart, and believe in and live by our values.

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HIGHLIGHT REEL

2004-2006

A healthy idea is born

Virgin Life Care is founded in South Africa as part of Sir Richard Branson's famed Virgin Group. The venture has one simple goal—to motivate consumers to take control of their health through a first-of-its-kind health rewards program.

London calling

Virgin Life Care moves to Virgin Management's London headquarters. From here, the company begins offering its flagship product to help consumers self-manage and self-monitor their health and wellbeing and make informed decisions that lead to healthier lifestyles.

2004-2006 cont'd

Crossing the pond

Setting out to reimagine what Branson calls "a pretty unsexy business," Virgin Life Care opens its first U.S. office in Wellesley, MA, taking on the healthcare insurance industry with the venture's flagship HealthZone kiosk, fully equipped with game mechanics, incentives and social challenges.

2004-2006 cont'd

Rebels with a cause

Teaming up with industry leader Humana, Virgin Life Care offers health insurance with a twist by linking the program to gym memberships and giving discounts and bonuses to people whose workouts result in lower blood pressure, weight or BMI.

From invention to patent

Virgin Life Care files its first application to patent the ground-breaking technology behind its products.

2007-2008

Leader of the pack

Virgin Life Care is recognized as the Most Innovative Consumer Driven Health Care (CDHC) Wellness Program at the very first CDHC Awards.

New name, even better company

Virgin Life Care rebrands as Virgin HealthMiles to reflect the company's leadership in health rewards programs.

Proof positive

Virgin HealthMiles establishes the industry's first Science Advisory Board to infuse evidence-based research into its products.

2007-2008 cont'd

Shift to B2B

Virgin HealthMiles sets yet another milestone when it shifts to a business-to-business (B2B) distribution model, becoming the Virgin Group's only B2B investment.

Customer first!

Virgin HealthMiles lands its first B2B client, the San Antonio School System.

2009-2011

A Capitol idea

Virgin HealthMiles challenges governors from across the U.S. to compete head-to-head in the Capitol Steps Challenge, shedding light on the growing obesity epidemic.

Employee Wellbeing Month

Virgin HealthMiles dubs June as Annual Employee Wellbeing Month to spotlight the workplace's role in creating healthy employees.

Globe trekkers

Virgin HealthMiles goes global with the launch of our first international client, Cummins.

2012-2014

Mobile first

Virgin HealthMiles unveils another industry first with the launch of the Dash mobile app, which empowers members to engage with the program anywhere, anytime.

Virgin Pulse is born!

Virgin HealthMiles rebrands itself as Virgin Pulse to represent its evolution from a wellness-focused company to a total employee wellbeing platform that drives daily engagement.

Thrive Summit

Virgin Pulse hosts Thrive Summit, its first ever user conference, bringing together top industry experts, business and human resources leaders, and clients for three days of education, networking and inspiration.

2015

Virgin Pulse Engage arrives!

Virgin Pulse unveils Engage (code named "Genesis"), its total employee wellbeing solution designed to increase productivity and strengthen workforce cultures with daily engagement tools, personalized micro-learning and targeted communications.

Fuel for growth

Virgin Pulse closes a \$92 million investment from Insight Venture Partners, a leading global private equity and venture capital firm, supercharging the company's growth and customer success.

A cut above

Virgin Pulse is recognized as a Best Place to Work and a Healthiest Employer by the *Boston Business Journal*.

2016

Better together

Virgin Pulse, ShapeUp and Global Corporate Challenge unite to deliver the first global SaaS solution for optimizing employee engagement, health and performance.

One stop for all your HR benefits

Virgin Pulse launches the next generation in HR integration with our intelligent, personalized hub technology to seamlessly connect employees to all their benefits, resources and tools.

Traditional wellness reinvented

Virgin Pulse expands its award-winning solution suite and reinvents the employee wellness experience with the launch of Virgin Pulse Core, taking a modern approach to health management.

2017

Light my fire!

Once again, Virgin Pulse expands its wellbeing suite with the launch of Virgin Pulse Ignite, a social wellness solution designed to help organizations cultivate healthy cultures and positive workplaces.

Rising to the challenge

More than 300K people, including Sir Richard Branson, participated in the first ever Virgin Pulse Global Challenge, in which participants spanning 190 countries took a combined 319 billion steps and burned 12 billion calories during this 100-day health and wellbeing journey.

In good company

Virgin Pulse partners with HCM industry powerhouses SAP SuccessFactors and Workday, as well as health and wellbeing leaders, Whil and Mercer Financial Wellness to deliver the industry's most deeply integrated HR/Employee Wellbeing solutions.

Amazing spaces

Virgin Pulse unveils its new state-of-the-art global headquarters in the historic Providence Journal Building in Providence, RI.

THE END ZONE

“Virgin Pulse has given me tools that I can go to every single day to help me with my daily routine. It has changed the way I interact with our residents - I have more patience now. After 10 years of being on blood pressure medication, my doctor took me off it. That was a happy day for me.”



Kathy Graham, 54
Member, Silverado

VP PLAY CALLS

Agile

The methodology Virgin Pulse uses to develop our software as a service (SaaS) solutions. Agile gives us a structure to think in terms of user needs, respond to changing priorities and ship software in quick iterations for our Virgin Pulse Engage, Ignite, Global Challenge and Core products. In fact, being agile allows us to release about 50 features and enhancements every two weeks, putting us on pace to deliver 800+ features in under a year! The sheer pace and caliber of our product innovation is a *massive* competitive advantage that sets Virgin Pulse apart in the market.

ARR

A fancy financial acronym that means Annual Recurring Revenue. It's a measure of the annualized recurring revenue value of all Virgin Pulse contracts and registered Global Challenge participants.

Avocado Fiasco

The mutiny that occurred when it was discovered that employees in Virgin Pulse's Framingham office were hoarding the farm-fresh avocados that were delivered every Tuesday. Now commemorated with a conference room named in its honor.

Bookings

No, it's not a jail thing. Bookings is the total value of new contracted ARR from our clients, typically measured on a monthly, quarterly or annual basis. The more business we book, the more lives we can impact and the more we can invest in building out our market-leading platform.

Churn

Attrition or loss of revenue through lost client logos, downsell, pricing changes or changes to the number of employees eligible to use our program. Psst: Ours is low and that's a good thing. It means our clients love us. But we are always striving to make it even better.

EBITDA

Another fancy accounting term. It's essentially "profitability," but in the event you find yourself on Jeopardy! here's how Finance defines it: Earnings Before Interest Tax Depreciation and Amortization. Used as a measure of company performance, EBITDA indicates whether a business is profitable by revealing the amount of its normal operational earnings. Positive EBITDA is a sign of a healthy company.

Eligible Employee

Any person a Virgin Pulse client considers qualified to join the Virgin Pulse program.

Engagement

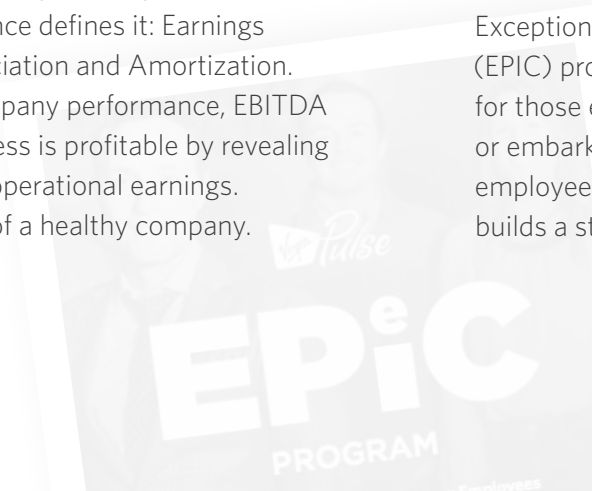
Engagement is calculated as the number of members who earn at least one point in a given month divided by the number of members enrolled. Engagement is also referred to as *utilization*.

Enrollment

Enrollment is calculated as the number of eligible employees who have joined the Virgin Pulse program (i.e., members) divided by the total number of employees who are eligible to join the program.

EPIC

While all Virgin Pulse employees are truly epic, the Exceptional Potential Early-in-Career Employees (EPIC) program at Virgin Pulse is specifically designed for those employees just starting out in their careers, or embarking on a new one. The program teaches employees about multiple business departments and builds a strong, competitive skill set.



HCM

Human Capital Management is the set of practices that organizations implement to recruit, manage, develop and optimize their workforce. Virgin Pulse is on a mission to disrupt the traditional HCM paradigm by putting employee wellbeing at the center of the employee experience.

#liveandbreatheit

Living and breathing health and wellbeing is something we Virgin Pulsers take seriously. Walk around any office and you'll see examples. In Australia, we live and breathe it with Monday office walks, lunchtime runs, badminton matches, and ride to work days (brekky supplied). In Europe, think hula hoops, planks, high knees and moonwalking at our Monday meeting HIT workouts! In the U.S., group cardio, Barre, yoga and personal trainer classes keep us at the top of our game. On top of all this, our office Champions keep our culture of wellbeing going strong globally with ping-pong tournaments, tennis matches, soccer and basketball games, lake swims and cycling events.

Member

An eligible employee who has enrolled in the Virgin Pulse program.

Monthly Global Webinar

Our monthly company update to ensure everyone is in the loop on company news and regional happenings. This is where we celebrate our successes as One Team, One Dream #1T1D. It's also an opportunity for offices around the world to showcase their personalities, talents and sense of humor.

MVP

Most Valuable Pulser. Every month, Virgin Pulse employees nominate colleagues to be recognized as role models and leaders for living and promoting our values every day in the workplace. The winner is announced in our Monthly Global Webinar. Being recognized as an MVP is a big deal – and comes with a few perks! Not only do winners receive a Challenge Coin, they're also invited to attend President's Club!

NPS

Net Promoter Score has and always will be a top focus for Virgin Pulse. It's the score that tells us how our clients really feel about us. NPS is an index that measures the willingness of clients to recommend a company's products or services to others. It's used to gauge the client's overall satisfaction with a company's product or service and the client's loyalty to the brand. Our strong NPS reflects VP's commitment to our customers and relentless innovation.

PEPY

Per Eligible (Employee) Per Year, the way in which we price our SaaS solutions. Our clients pay an annual subscription fee in advance for each eligible employee.

Run, Rib, Chug

A tradition enthusiastically embraced at Virgin Pulse, this relay race is held each year at the company's U.S. summer outing on Thompson Island in Boston Harbor. Contestants RUN around a field, eat a BBQ RIB, CHUG a beer (or seltzer) then tag a teammate who does the same. Healthy competition at its best, the RRC brings out the team's seriously fun and competitive spirit and gets the entire crowd on its feet.

ROI

Return on Investment is a measure of the *tangible* value created by an investment relative to the cost of that investment. Some Virgin Pulse clients measure the ROI of their investment in our solutions based on the program's impact to their workforce's medical costs.

SaaS

Software-as-a-Service, a software licensing and delivery model in which software is centrally hosted in the Cloud and licensed on a subscription basis. SaaS companies like Virgin Pulse are able to deliver innovation and value to clients and end users much faster than non-SaaS solutions (often referred to as on-premise).

#seriouslyfun

We're serious about having fun while doing the hard work of improving workplace wellbeing and cultures. From Global Challenge launch parties, to birthday and workiversary celebrations, Halloween costume bashes and karaoke, fun is in our blood.

Sprint

In the Agile method of software development, new software features are released in frequent iterations, known as sprints. Sprints at Virgin Pulse are two weeks long.

Virgin Pulse Summit

Our annual, global gathering brings the entire Virgin Pulse team together to learn, share, plan and be inspired for the year ahead. A Lip Sync competition is a Summit highlight.

Thank You's

Celebrating our wins, both big and small, is vital to Virgin Pulse's culture. Walk around any office and you'll see colleagues thanking each other for living our corporate values with Monday and Friday Thank Yous in Europe and Australia, spinning the wheel in EMEA, gratitude boards in the U.S. and U.K., and MVP and Star of the Year awards globally.

Thrive Summit

Virgin Pulse's awesome annual client conference. Thrive Summit is not just a conference, it's a uniquely Virgin Pulse experience that brings together hundreds of clients from around the world to network with their peers and learn about health, wellbeing and employee engagement from experts and thought leaders. It's also where clients have an opportunity to preview Virgin Pulse innovation and futures.

Upsell

A sale to an existing client that is purchasing an additional product or adding eligible employees over and above the original purchase. When clients buy more from us, it's usually a positive sign that they're happy.

Virgin Star of the Year

Each year every Virgin company chooses one employee as their Star of the Year. At Virgin Pulse, employees nominate a colleague for this honor. The winner attends the Star of the Year dinner and reception with Sir Richard Branson and winners from Virgin companies around the world.

Virgin Tribe

As an employee of Virgin Pulse you're part of the Virgin Tribe, an exclusive community that unlocks access to epic adventures, life changing experiences and red hot offers. Check it out at tribe.virgin.com.

VOI

Value on Investment, a concept first introduced by technology research firm Gartner, VOI is a measure of the *intangible* value created by an investment. The Virgin Pulse Institute, comprised of data scientists and PhDs, works with clients to measure the impact of our solutions based on intangible VOI measures such as employee morale, engagement and culture by analyzing hundreds of thousands of data points and interactions every day. Our VOI framework serves as a strong differentiator for Virgin Pulse.

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