The Ultimate HR Challenge?

Achieve your strategic goals while meeting your employees’ priorities.

Tuesday, June 14, 2011, 1 p.m. ET

A Complimentary Webinar from Bright Horizons
The Ultimate HR Challenge?
Achieve your strategic goals while meeting your employees' priorities

Speakers:

Children’s Healthcare of Atlanta: Beth Strickland, Vice President, Total Rewards
DLA Piper LLP (US): Stephanie Riedel, Benefits Manager – Work/Life Programs
American Express Company: Jim Dwyer, Vice President, Employee Benefits

Moderator:

Dave Lissy, CEO, Bright Horizons
The Ultimate HR Challenge?
Achieve your strategic goals while meeting your employees' priorities

Agenda

- Introduction
- Children’s Healthcare of Atlanta
- DLA Piper LLP (US)
- American Express Company
- Q & A
Who is Bright Horizons?
Partner of Choice

- Celebrating 25 years, we are the most experienced provider of dependent care solutions
- We partner with more than 80 of the Working Mother “Top 100 Companies,” including eight of the top 10
- Customizable family of solutions to address major life stages, across every industry sector
- More than 700 child care centers and 800 client partners worldwide

Employer of Choice

We believe that only by being an employer of choice, can we help our partners achieve the same.

- Named 12 times to FORTUNE’s “100 Best Companies to Work For”
- 50% lower turnover than the national average among center staff
- Diversity Inc. “Top 25 Noteworthy Company”
The Company We Keep

Children's Healthcare of Atlanta
DLA Piper
American Express
Arnold & Porter LLP
Yahoo!
Prescott Medical Imaging
Universal
Monsanto
JPMorgan Chase & Co.
NBA
Genzyme
Starwood
Morrison & Foerster
Viacom
3M
Memorial Sloan-Kettering Cancer Center
MasterCard
University of Massachusetts Medical School
Intuit
TIAA CREF
BlueCross BlueShield of North Carolina

An independent licensee of the Blue Cross and Blue Shield Association
What’s Behind Every Employee?
Our Family of Solutions at Work
The Impact

- Improved recruitment/retention
- Enhanced productivity/engagement
- Reduced health care costs
- Enhanced employee well-being

Healthier employees, healthier organizations.
Audience Poll

Which of the following work/life programs does your organization currently offer? (check all that apply)

- Flexible work arrangements or telecommuting
- Onsite child care center
- Emergency back-up child and adult/elder care
- College admissions/finance services
- Tuition assistance program
- None of the above
Children’s Healthcare of Atlanta
Beth Strickland, Vice President, Total Rewards

Beth has more than 18 years of experience developing and executing compensation and benefits strategies and programs, tying human resource initiatives to corporate strategic objectives while maintaining compliance with various employment laws. Beth has held roles at Turner Broadcasting System, Inc., Randstad North America, First Data Corporation, and Intercontinental Hotels Group. She holds an MBA from Mercer University and a BBA in Risk Management from the University of Georgia.

The Children’s total rewards team:

- Develops and executes the base pay, incentives, and perks for hospital-based staff and management, corporate employees, employed physicians, and owned physician practices
- Manages a robust employee wellness program, extensive work/life and recognition programs, and the employee health centers
- Designs and administers the health and welfare plans, disability and leave programs, and the cash accumulation and savings plans for all employees
Who Are We?

- Children’s Healthcare of Atlanta, a not-for-profit organization, is committed to enhancing the lives of children through excellence in patient care, research, and education.

- Managing more than half a million patient visits annually at three hospitals and 17 neighborhood locations, Children’s is one of the largest clinical care providers for children in the country.

- Children’s offers access to more than 30 pediatric specialties and is ranked among the top children’s hospitals by Parents magazine and U.S. News & World Report.

- At Children’s Healthcare of Atlanta, we have a People-focused culture and are proud to have been named to FORTUNE’s “100 Best Companies” and Working Mother’s “Top 100 Companies” for the past six consecutive years.
The People Journey

1998 – 2002
Integration
Culture
Definition

2003 – 2004
People Strategy
Employee
Promise
People
Programs

2005 – 2008
88%
Engagement
Fortune’s 100
Best
Working
Mothers

Employer of
Choice

2009 – Today
Strong Enough
to Care Enough
Achieved
Targets

Environmental
Shift

What’s
Next?

88% Engagement
Fortune’s 100 Best
Working Mothers

Employer of Choice

Environmental Shift

Strong Enough to Care Enough
Achieved Targets

Children's
Healthcare of Atlanta

Bright Horizons
A Family of Solutions at Work
A Work/Life Strategy

- **Family and Dependent Care**
  - Child Care: full-service, near-site
  - Back-up care: supports for infants through adult/elder
  - Working Family Support: baby showers, working-parent web page, Future Moms program

- **Other Work/Life Support**
  - Job flexibility
  - Educational assistance
  - Legal services
  - Concierge services
  - Commute assistance

- **Recognition and Celebrations**
Wellness

Healthy vending and cafeterias

Team challenges and support

Dedicated nutritionists and fitness instructors

Weight Watchers at Work

Wellness Workshops

Our Wellness Workshops give you a personalized program for you to follow on your path to a healthier life.

Sign Up Now
Child Care at Children’s Healthcare of Atlanta

- Offered since before 1998 merger
- Adopted to target the needs of our demographics:
  - 82% women
  - 64% working mothers
- Full-service, near-site child care
  - Back-up care for infants up to adults/elders
- Back-up care for infants to adults/elders
- Child care credit
- Appreciated by employees for value and ease of benefit
“Our caregiver was EXCELLENT!! My son has some special needs, and she was wonderful with him.”

“I have used the Back-Up Care Program twice and both times I have been very impressed with the services I’ve received—both from those I speak with on the phone to schedule the service as well as with the caregiver. I will continue to utilize this great program.”

“This is a wonderful program! I was so worried about how I was going to find care for my kids while my regular caregiver was out of town. This was so fast, easy, and convenient. But it was also nice to know my kids were in qualified and caring hands. This is such a stress-free benefit for a working and worrying mom! Thank you so much!”
Measuring the Impact

- Child care:
  - 90% say it positively affects job performance

- Back-up care:
  - 93% say it enhances productivity
  - 90% say it makes Children’s an employer of choice
  - Employees saved a collective 513 days over 12 months
# Measuring the Impact: Retention

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<tr>
<td><strong>Three Year Retention Trend – All Employees</strong></td>
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<tr>
<td>2011</td>
<td>92.0%</td>
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<td>2010</td>
<td>93.5%</td>
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<tr>
<td>2009</td>
<td>94.1%</td>
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<td><strong>Three Year Retention Trend – RNs</strong></td>
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<tr>
<td>2011</td>
<td>93.6%</td>
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<tr>
<td>2010</td>
<td>97.1%</td>
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<tr>
<td>2009</td>
<td>94.2%</td>
<td>88.5%</td>
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Measuring the Impact: Retention

- 92% retention for nurses exceeds goals
- 95% return-to-work rate following maternity leave; soared from 64% before the Back-Up Care Advantage Program® was introduced in 2005
Audience Poll

Which of the following work/life programs is your organization considering offering in the next 12 months?

- Flexible work arrangements or telecommuting
- Onsite child care center
- Emergency back-up child and adult/elder care
- College admissions/finance services
- Tuition assistance program
- None of the above
Stephanie Riedel joined DLA Piper LLP (US) in April 2006 and is responsible for the management of the firm’s work/life and wellness programs. Stephanie has more than 25 years of professional experience, including management positions in Benefits, Human Resources, Operations, and Accounting. Prior to joining DLA Piper, Stephanie gained exposure to a broad range of industries, including high-tech, software development (start-up phase), professional services, and manufacturing (medical devices).

As a California native and resident of the San Francisco Bay Area, Stephanie enjoys hiking in the foothills around her home, playing at the beach and taking trips to the wine country—sometimes all in one weekend!
DLA Piper LLP (US)

- 29 U.S. offices
- Total U.S. headcount of 2,700
  - 1,500 are attorneys and other timekeepers
- Everything Matters
Work/Life Programs

- Back-up child and adult/elder care: Back-Up Care Advantage Program
- College Coach®
- EAP including resource and referral services
  - Massage reimbursement benefit
- Health Advocate
  - Medical care and claims assistance
- STRIDES Wellness Program
- And more…
The Back-Up Care Advantage Program

Program launched in 2000

- Center-based back-up child care

Expanded in 2008, to include:

- In-home child care (as alternative to center-based care)
- In-home mildly ill child care
- In-home adult/elder care
- Expanded program enables us to meet the needs of our geographically dispersed population
College Coach

- Launched program in 2007
- Comprehensive topic offerings (from newborns to elementary, middle, and high school)
- Five topics annually via live webinars
- Available to all 29 offices across the country
- Virtual Learning Center
- Personal counseling sessions
Why and How the Work/Life Strategy Has Evolved

- Economic factors
- Technology
- Workforce demographics
Measuring the Impact

Back-up child and adult/elder care

- Overall satisfaction rating: 94%
- Utilization has increased by 75% in the last year
- Registration has increased by 58% over the past two years
- 792 “days saved” in the past year

College Coach

- More than 3,000 uses in FY2010
- Satisfaction ratings (on five-point scale)
  - Program content – average 4.8
  - Educator ratings – average 4.9
“It's nice that the firm appreciates that we have a home life to balance with work.”

“Terrific benefit that most employers don't offer. DLA is a great company to work for, and providing top notch programs such as this is absolutely wonderful!”

“Thought you should know I love this employee benefit. It has been so helpful for me and allows me to work on days my nanny requested a day off, etc. It has been a godsend and the people that are sent over to take care of my kids have all been fantastic.”
Employee Feedback

“This is the best "perk" that DLA offers their workers! We are now never stressed when we have to attend a work dinner or if Leslie, the primary caregiver, is sick or unavailable. It has relieved so much family stress having this service. Mark can do what he does best...work for DLA ... Having this service has increased Mark's quality of work environment at DLA. This is a huge benefit to the employee and their family! Thank you!"

“What words are there to describe the benefit of the Bright Horizons program — and their providers — and their caregivers? What a blessing this program has been to me. On behalf of myself and my family, thank you.”
Audience Poll

Which of the following human resources challenges is your organization currently seeking to address? (check all that apply)

- Absenteeism
- Engagement and productivity
- Well-being
- Recruitment
- Retention
- None of the above
American Express Company
Jim Dwyer is the Vice President of Employee Benefits for the American Express Company.

He is the senior leader for several global HR functions at American Express: retirement planning, health and wellness, BPO services, work/life benefits, C&B communication, and mobility/expatriate services. Since joining American Express, he has supported senior line and staff leaders in HR business consulting roles, and led functional groups such as compensation, benefits, and employee/labor relations.

He is a graduate of Rutgers College (B.A.) and Iowa State University (M.S. ILR). He is a Certified Compensation Professional and a member of the Executive Committee of EBRI, a trustee of the American Benefits Council, and affiliated with the NBGH through a founding membership of the Global Health Benefits Institute and board membership with the Institute for Cost Solutions.
Year Founded: 1850
Stock Symbol: AXP (NYSE)
Revenue: $27.8B
Employees: 60,500
FORTUNE 100
Best Companies to Work For: 49

"For more than 150 years, the American Express brand has been our single, most important asset."
–Ken Chenault, CEO
Evolution of Work/Life Strategy: 3 yr plan
Changing from policies and programs to a culture of Work/Life

2010

Simplify and integrate

2011

Transform and innovate

2012+

Recognized as exemplar / best in class

- Develop next generation of WorkLife while maintaining core programs
  - Respond to new level of expectations
- Deepen value proposition and innovate
  - Dramatically improve programs
  - Position WorkLife as keys to health and well being
- Close gaps while expanding adoption
  - Act on quick wins to expand awareness and adoption of existing programs
  - Engage key stakeholders (Parents@ Amex, U.S. Diversity Council, GD&I)
  - Create baseline metrics
Integration of Work/Life Programs

Work/Life at AMEX

AMEX Kids
- Parents@Amex Network
- Child Care
- Adoption Assistance

Financial
- Ayco Answerline
- Auto-home Insurance
- Commuter Benefit
- Employee Discounts

Health & Wellbeing
- Eldercare Services
- LifeWorks
- Top Doctors

NEW: Edu@aexp....
Financial tuition assistance
Education counseling
Discounts at selected schools
Onsite degree programs
Onsite education fairs
Recognition for degree completion
Training series for parents on how to deal with your kids and college
Impact

- Increased employee engagement and morale
- Financial savings for employees and American Express Company
- Recognized as best employer
Measuring the Impact at American Express

- Back-up care has saved 4,693 employee days in the last 12 months
  
  "This program is so valuable, especially for working parents as it is not always feasible to take off every time your child is sick. It was an easy process to get registered and to request back-up care and I will certainly use the service again!"

- 3/4 of College Coach participants rank College Coach among the best benefits that American Express offers.
  
  "I often tell friends about the services like College Coach at American Express. It makes employees feel valued as much more than just another worker."

- Tuition Advisory Services™ (TAS) has provided 182 advising sessions since February, and saved a total of $669,664.40!
  
  "My TAS counselor provided me with a number of schools that fit in both my budget and work schedule."
Achieve Your Strategic Goals
While Meeting Your Employees' Priorities

Identify the right solutions:
- Consider your organization’s demographics
- Articulate organizational goals
- Clarify employee priorities
- Identify challenges you’re trying to solve

Measure the return on your investment, including:
- Enhancing employee well-being
- Decreasing health care costs
- Increasing employee retention and productivity
- Decreasing employee absenteeism
Q&A

Please type your question in the question box on your screen.

For more information about Bright Horizons, please contact us at (800) 453-9383 ext. 1600, e-mail clientservices@brighthorizons.com, or visit www.BrightHorizons.com/EmployerSolutions