

Building a Resilient Workforce

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April 25, 2012



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Goldman Sachs: A Snapshot

Global census: 28,000 employees

- 14,000 US, with 11,000 located in NY/NJ campus
- 4,500 Asia, with 1,800 in HK, 1500 in Tokyo
- 6,000 EMEA, with 4,500 in London
- 3,300 India, with 3,000 in Bangalore

Core Business Functions

- Investment Banking
- Asset Management
- Securities Services
- Client base that includes corporations, financial institutions, governments and high-net-worth individuals



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Resilience Business Case and Challenges

Mental Health conditions pose an increasingly significant cost to employers

- Mental Health leaves are consistently the second most common cause of disability leaves and have more than doubled in the last two years
- EAP utilization has decreased slightly in financial services sector
- Behavioral health claims spend in the financial services sector has increased 37% from 2009-2011

Goldman Sachs employees face multiple challenges to their resiliency

- The financial industry has received a barrage of negative media coverage in recent years
- Maintaining a work / life balance is critical to achieve top performance
- Productivity remains key in an environment of expense management

Firm culture plays a critical role in developing strategies

- Messages from Leadership continue to influence behavior
- Focus on risk management supports proactive rather than reactive approach
- Wellness brand perceived as authoritative health resource



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Wellness Mission

- Enhance the Firm's reputation as an employer of choice
 - Understand GS culture and employee's needs/priorities
 - Deliver convenient on-site services
 - Provide health expertise and guidance
- Provide strategic solutions to the business
 - Respond to critical incidents
 - Develop plans for business continuity
 - Provide expert guidance on occupational health issues, including disability/workplace accommodations
- Deliver relevant and commercial programs and services
 - Develop health care strategy with broader Benefits team
 - Provide best in class services in a cost efficient manner
 - Maintain a productive workforce
- Create a culture of well-being across the organization
 - Identify opportunities to promote health and well being as part of broader firm culture
 - Engage senior leaders to support and promote programming
 - Develop content that helps empower employees to perform at their best



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Wellness Scope of Services

- On-Site Services
 - Health Centers (acute episodic care), Specialty Services (physiatry, orthopedics, gynecology, dermatology, primary care)
 - Fitness Centers
 - Child Care
 - Physical Therapy
 - Nutrition
- Case Management
 - Medical Leave of Absence
 - Health Advocacy
 - EAP
 - Ergonomics
 - Resource and Referral
- Wellness Programming
 - Screenings and Blood Drives
 - Awareness and Training
 - Lifestyle/Disease Management
- Business Continuity
 - Pandemic Planning
 - Crisis Response



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Resiliency Strategy Goals & Structure

- Goals:
 - Establish health and wellness as a key contributor to employee and firm success long term
 - Educate employees about the link between performance and physical, mental and emotional well-being
 - Encourage employees to leverage firm resources
 - Provide *practical* advice on how to pursue personal well-being during times of change/stress
- Structure:
 - Awareness
 - Clinical Support
 - Training and Education
 - Integration



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Awareness

Leverage employee's natural commitment to perform at their peak

- Firm-wide resiliency awareness
 - US resiliency week:
 - 3,167 total participants; 17% of total Americas employees
 - 50% registered for 2+ events
 - 66% of participants likely to make a change in their lifestyle
 - 60% more likely to utilize Wellness services
 - UK resiliency week: Invest in Your Mind
 - Senior leaders discussed personal resiliency practices on video
 - 15% of total population attended the opening seminar on Happiness
 - 11% of the population attended each seminar throughout the week
- Health Fairs
 - Depression screening with PHQ-2
 - EAP marketing
- Global support:
 - Co-develop strategy for regions with limited resources
 - Share best practices and lessons learned
 - Provide seminar and other educational materials; train the trainer

RESILIENCY WEEK



ENGAGING PROGRAMS ON

health
energy
readiness
flexibility
success

For more information visit the Wellness website at GSWellness.com or call 1-800-444-4444



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Clinical Support

First Steps:

- Changed the EAP model from off-site passive, under utilized program to one that is integral to business strategy and success
 - Hire experienced counselors who maintain confidentiality and raise profile of services
 - Develop reputation as qualified counselors who understand Goldman Sachs culture
 - Formalize a management consultation process with the business
 - Partner with Employee Relations, Legal, and managers on all sensitive cases
 - Integrate with other wellness vendors who identify employees with mental health concerns
 - ▶ After 5Q of on-site presence, the clinical caseload increased 75%

Next Steps:

- Global offices to utilize behavioral health experts rather than medical experts (the firm's patient advocacy program, Critical Health Solutions) for mental health / resiliency services
 - US now has 2 dedicated LCSWs on-site
 - UK has incorporated a psychologist into their health center
 - Consultative support being developed on strategy and program components for global offices
 - EAP footprint expanded for smaller regional offices



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Training and Education

- Create ongoing training and education that speaks directly and candidly about workplace pressures
 - Manager training - "Responding to Mental Health Issues in the Workplace"
 - Provide "diversity credit" as an added participation incentive
 - ▶ In 2011, 100% surveyed reported extreme satisfaction/satisfaction with the overall experience
 - ▶ Many participants surveys recommended that the training be made mandatory
 - Employee training - "Practical Strategies for Optimizing Performance"
 - 14 classes were held from 2010 and 2011, with overwhelming response
 - ▶ In 2012, over 1000 employees attempted to sign up within 24 hours of new class registration
 - ▶ 94% surveyed reported extreme satisfaction/satisfaction with the overall experience
- Crisis response
 - Japan, 2011: Designed Tokyo resilience strategy, emergency response trainings for managers and employees
 - US Hurricane and earthquake, 2011: Vendor and Wellness/Benefits training in personal resiliency strategies
- Vendor partner training
 - Identify at-risk employees and increase referrals to EAP



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Integration

- Partner with formal learning and development programs (Goldman Sachs University)
 - Program content addresses stress manifestations and best practices for body, mental focus, and organizational skills
 - Wellness now acts as SME for "resiliency" speakers and training exercises for new promotes classes
 - GSU divisional leaders leverage Wellness for global divisional orientations
- Integrate Mental Health strategy into Wellness services and Benefits design
 - Health Plans
 - Develop "Select Behavioral Networks" with best in class providers
 - Create conditions for vendor awareness and cross referrals
 - Mandatory Benefits/Wellness Cabinet and monthly working subcommittee meetings
 - Referral pathway initiative



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Lessons Learned and Next steps

- Understand your audience. What is it that they need/want?
- Do not wait for senior management support to begin. Focus on gap areas first
 - Good seminars and awareness events create momentum
 - Provide practical solutions that leverage Wellness program strengths
 - Commit to superior execution, especially with "outside the norm" programming
- Ask for input from departments or divisions with whom you want to create stronger partnerships
- Utilize Disney Magic: periodically place valuable content in the "vault"
 - Rotate content to keep it fresh
- Rely on vendors to provide proactive "teaching moments"
- Develop programming to put training/awareness into practice (e.g., meditation classes)
- Leverage resiliency success to deepen discussions about mental health issues
- Help global regions destigmatize mental health and negotiate with EAP vendors for high touch services



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