



October 21, 2025

# Enhancing sustainable total rewards programs through the four pillars of 'Health 360°'

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# Health and Benefits Trends in Canada

1



Cost  
management

2



Generational  
challenges

3



Financial  
health

4

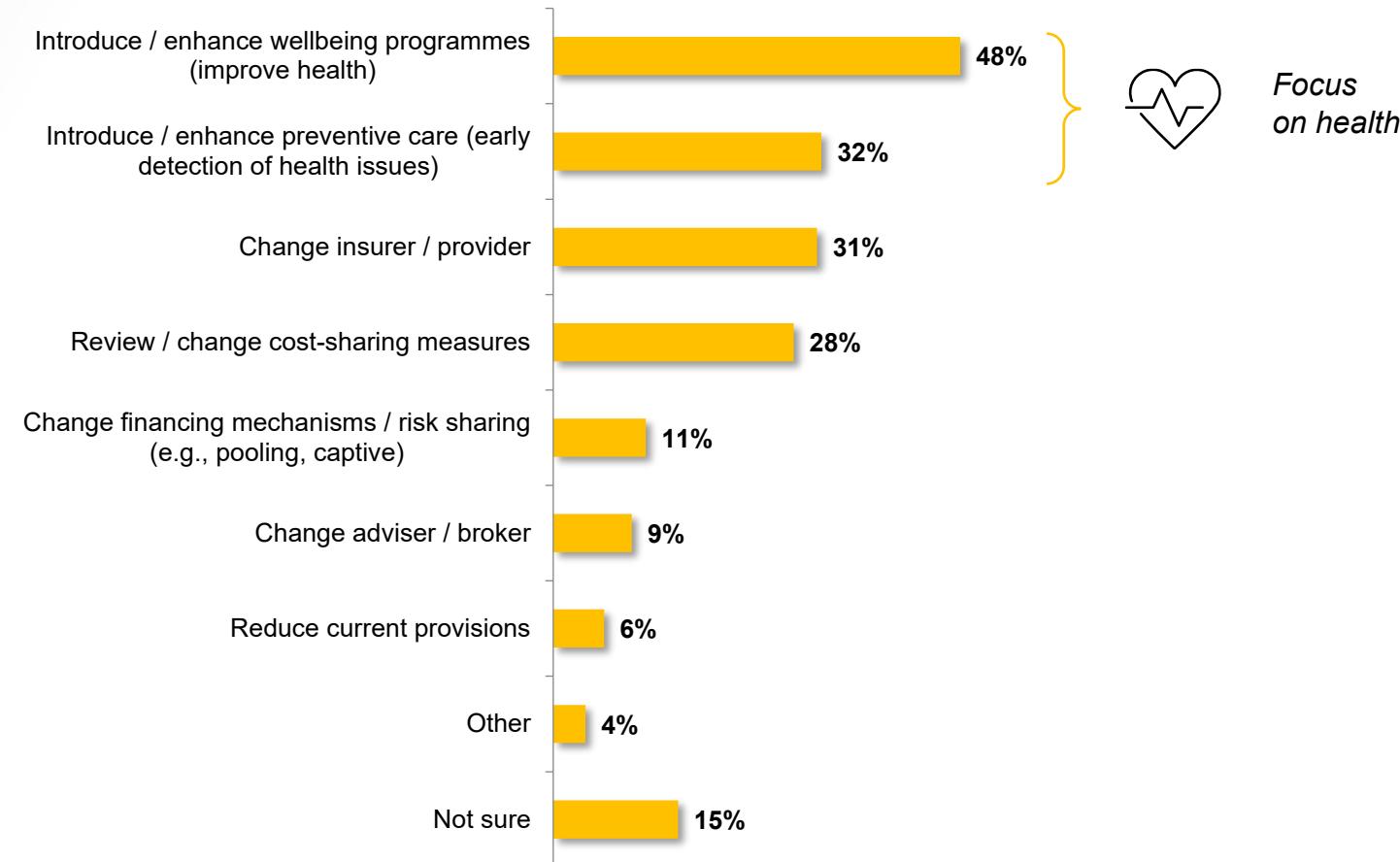


Communication

# Cost management strategies among Canadian organizations

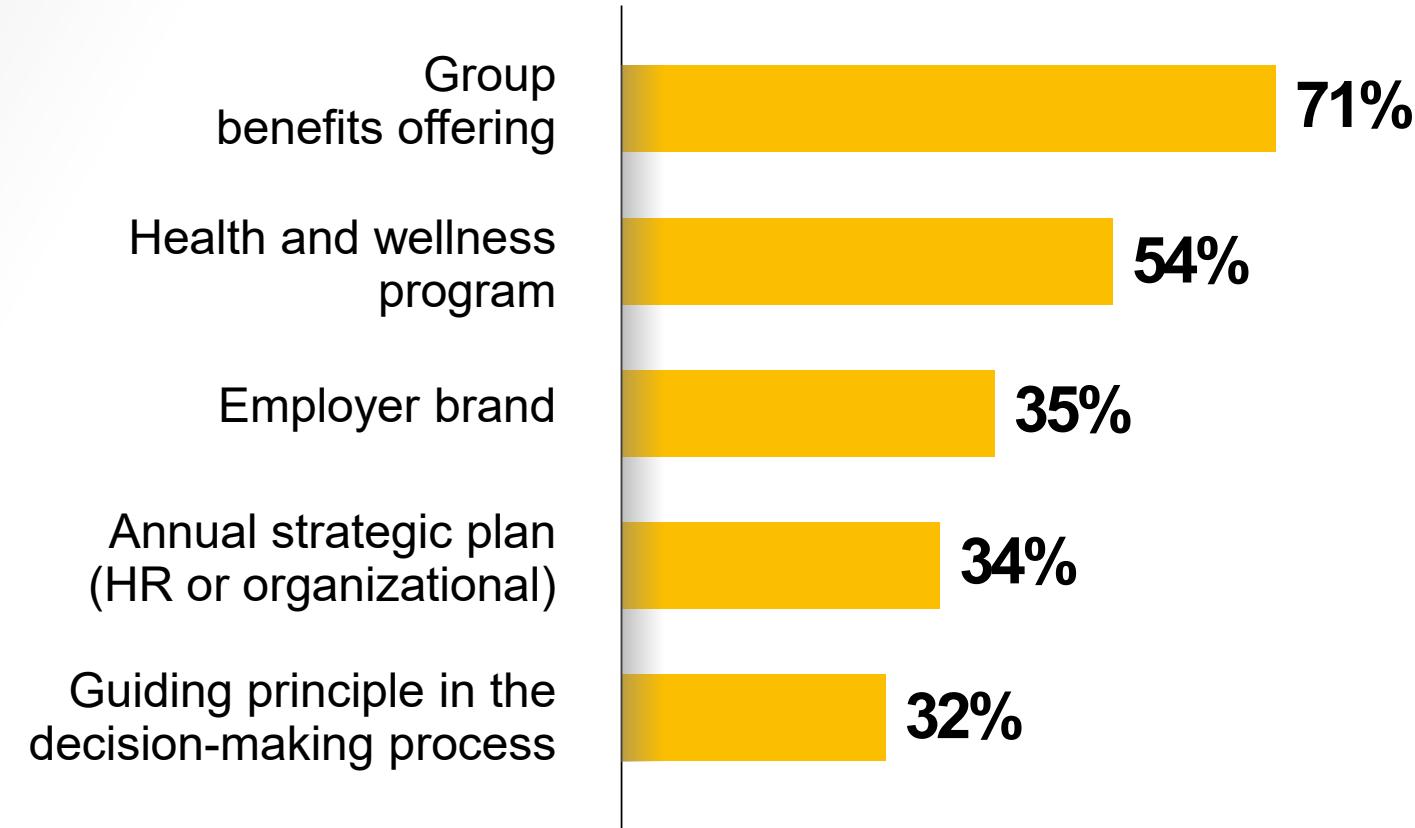
## *Cost management in 2025*

- Organizations are focusing on prevention to reduce costs



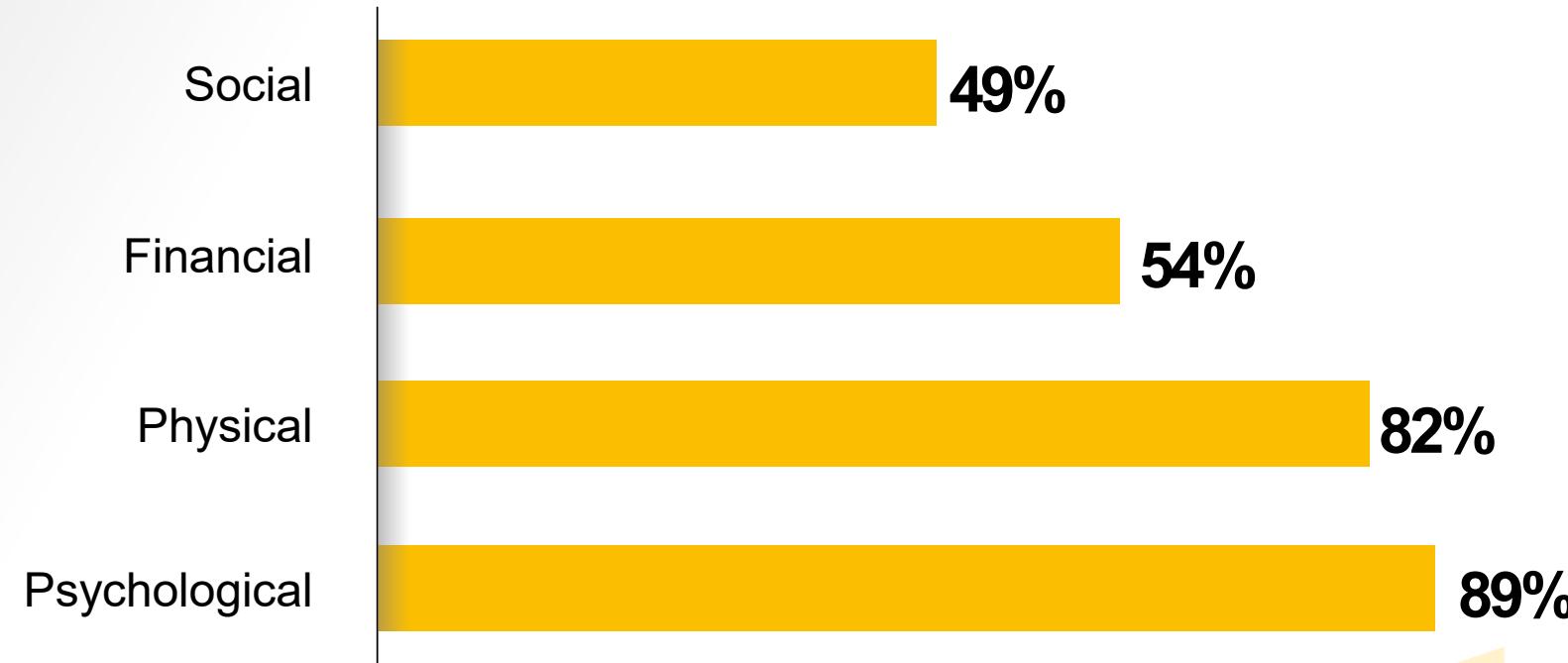
# Organizational health and wellness

*Integration of policies and initiatives*



# Organizational health and wellness

*Health 360° in organizations*



28% of organizations  
integrate the four pillars  
into their health strategy

# A four-step journey

Understand your organization

**GETTING TO KNOW YOU**



**TARGET**

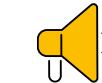


Measuring impacts and adjustments

**MEASURE**

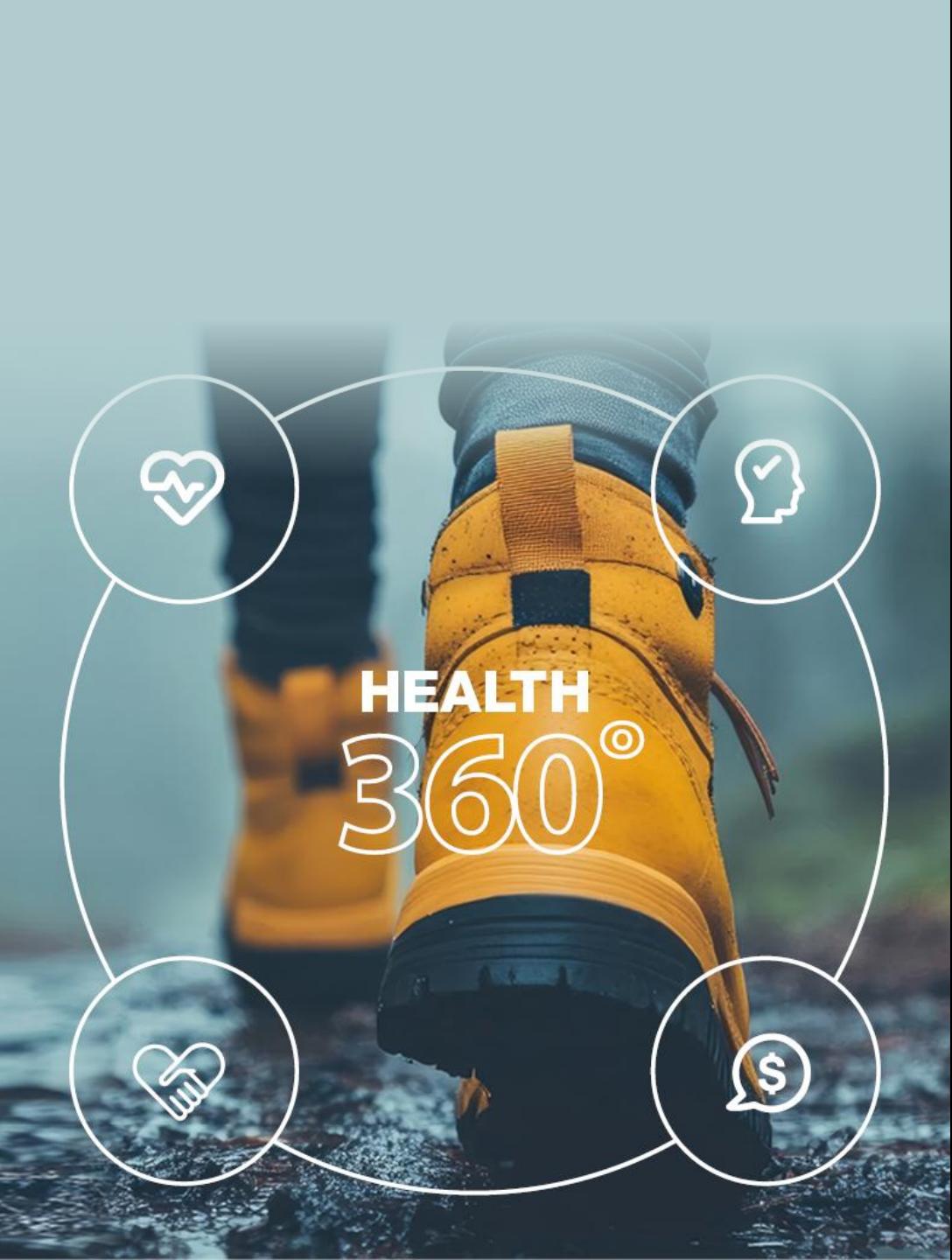


**PROMOTE**



Strategic positioning  
Definition of objectives and action plan design

Initiative deployment and launch



UAP Inc.



**Geneviève Hébert, FSA, FCIA**

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Senior Director Total Rewards

A  
360°VISION  
OF HEALTH  
THAT GOES A  
LONG WAY...



# What is UAP?



**5,000  
employees**

A team focused on  
collaboration, excellence  
and authenticity



**14  
distribution  
centres  
And four regional offices**



**700  
stores**

More than 700 stores across  
Canada, from coast to coast



**Leader in the distribution of parts for cars and heavy vehicles since 1926**



**AUTO PARTS**



**MAX**



**AUTOPRO**



**AUTO CARE**

**ALTROM** / **AUTO-CAMPING**



**TRACTION**



**CADEL**

# Our teams | Two distinct groups



**Professional positions**

Number of employees: **520**

Proportion: **Women 53% | Men 47%**

Average age: **44**



**Operations and sales**

Number of employees: **4,480**

Proportion: **Women 20% | Men 80%**

Average age: **47**



# How it all began

...

## 2019

- Definition of a global health strategy, vision, objectives and success metrics
- Buy-in and engagement from management

## 2020

- Understanding of our employees' needs

## 2021

- Identification of priorities and plan
- Creation of a national Global Health Committee
- Branding of the program
- Launch of the program

# Evolution of the strategy

2022

- Integration of global health into **UAP's strategic plan**
- Improvement of programs and policies to support our objectives and add flexibility:
  - **Better work-life balance**

2023

- **ESG framework implementation**
  - Integration of the program into the "S" pillar
  - Social component added to the health strategy
  - The committee becomes:  
**Employee Engagement and Wellbeing committee**
- **Annual wellness survey to target needs**
  - Update to employees on initiatives implemented



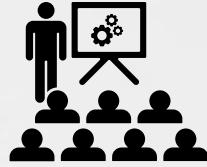


# Our communications

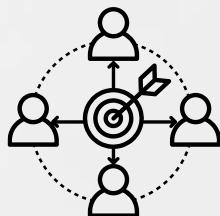
# Our initiatives



# Mental health initiatives



## Training for executives



## Training for employees:

- "My mental health first aid kit"
  - E-learning module

\*Now mandatory

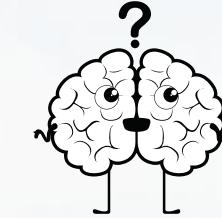


## Mandatory virtual training for managers

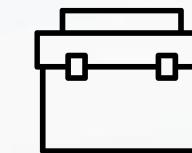
\*Now an e-learning module



## Video testimonials from executives and employees



## Video and comic strip series to destigmatize and open the discussion



## Conference for managers and Toolkit on workload management

# Our initiatives

## Financial health



**New savings vehicles to meet everyone's needs**



**Campaign to inform employees about available savings plans and how to make the most of them**

- Information sessions



**Launch of a financial health e-learning module**



**Group benefits program information sessions**



**Retirement toolkit**



**Impact of the  
program**

# Impact of the program

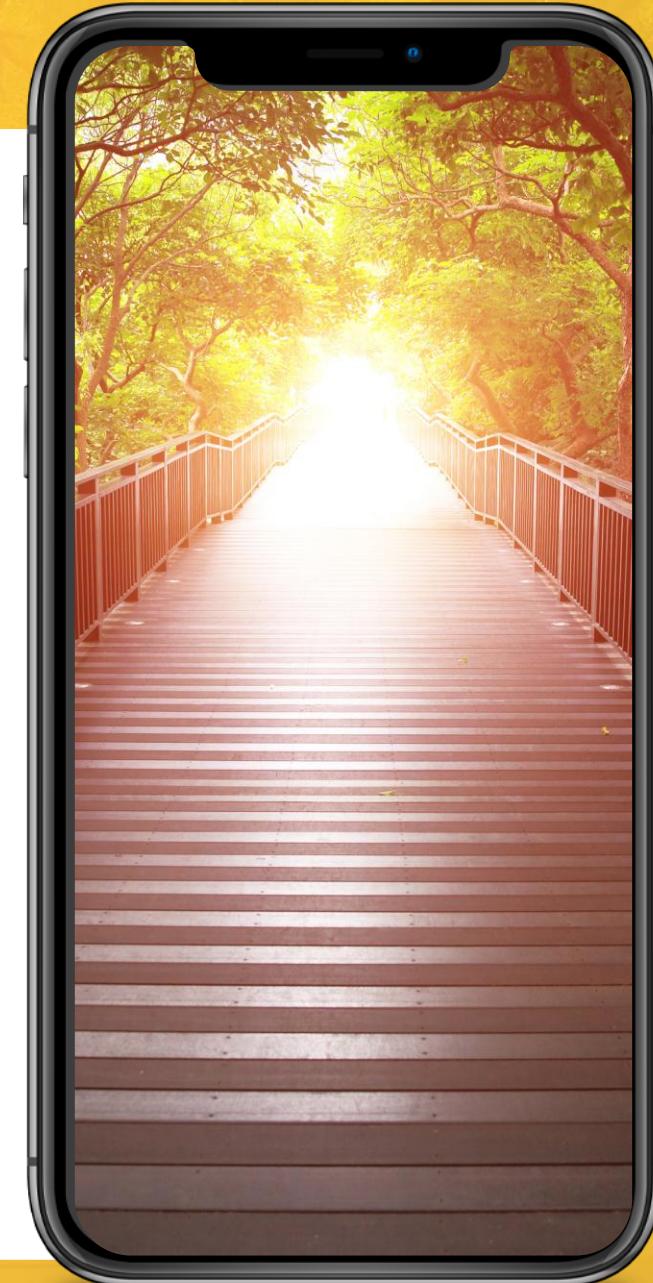


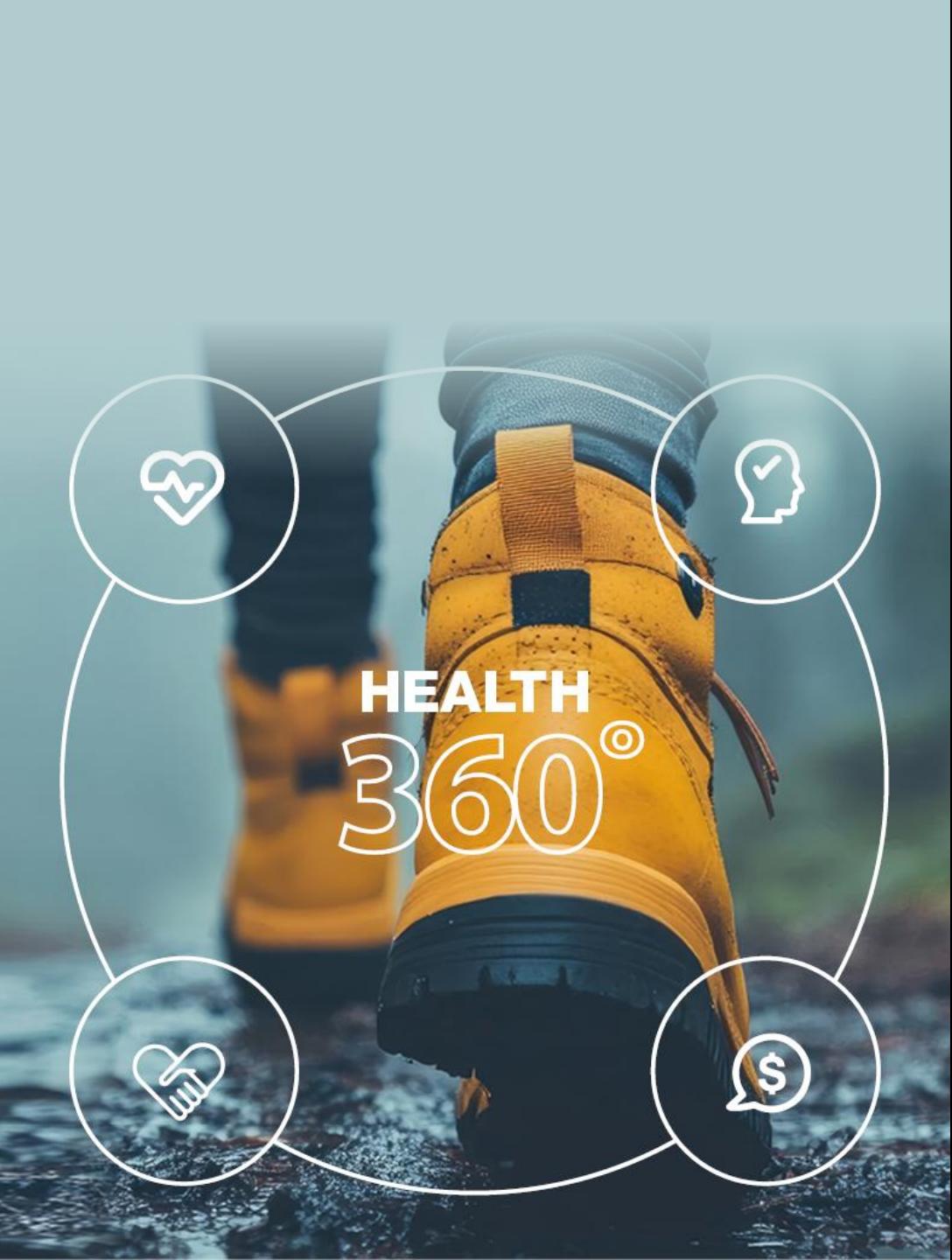
Employee engagement survey	2020	2022	2024
I am satisfied with the group benefits offered	61%	71%	<b>79%</b>
This organization cares about my overall health (physical, mental, social, financial)	60%	70%	<b>69%</b>
There's enough flexibility to meet my professional and personal obligations	n/a	77%	<b>86%</b>
Stress/pressure levels at work are manageable	62%	63%	<b>67%</b>

# Next steps

- Expanding the “**S**” in our **ESG** strategy
- Integrating health principles into our processes
- Aligning the actions of our teams
- Creating more links between the various components of our health program

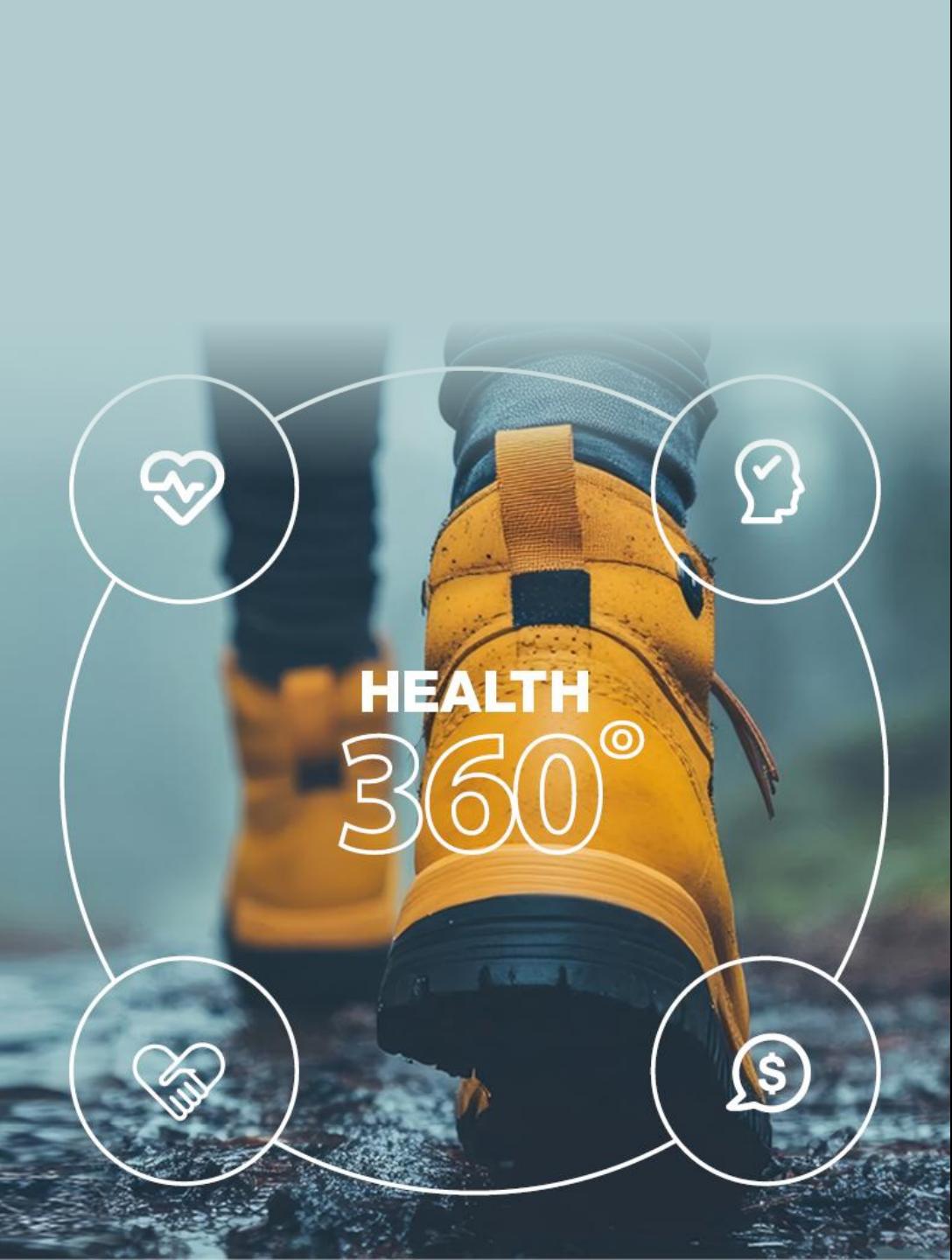
E.g., “**Small Steps, Big Dreams**” challenge





# Conclusion

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# Questions

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## Your speakers



**Francis Boulianne, FSA, FCIA**

Principal, Group Benefits  
Normandin Beaudry



**Geneviève Hébert, FSA, FCIA**

Senior Director Total Rewards  
UAP Inc.