

October 21, 2025

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



Health and Benefits Trends in Canada

1



**Cost
management**

2



**Generational
challenges**

3



**Financial
health**

4

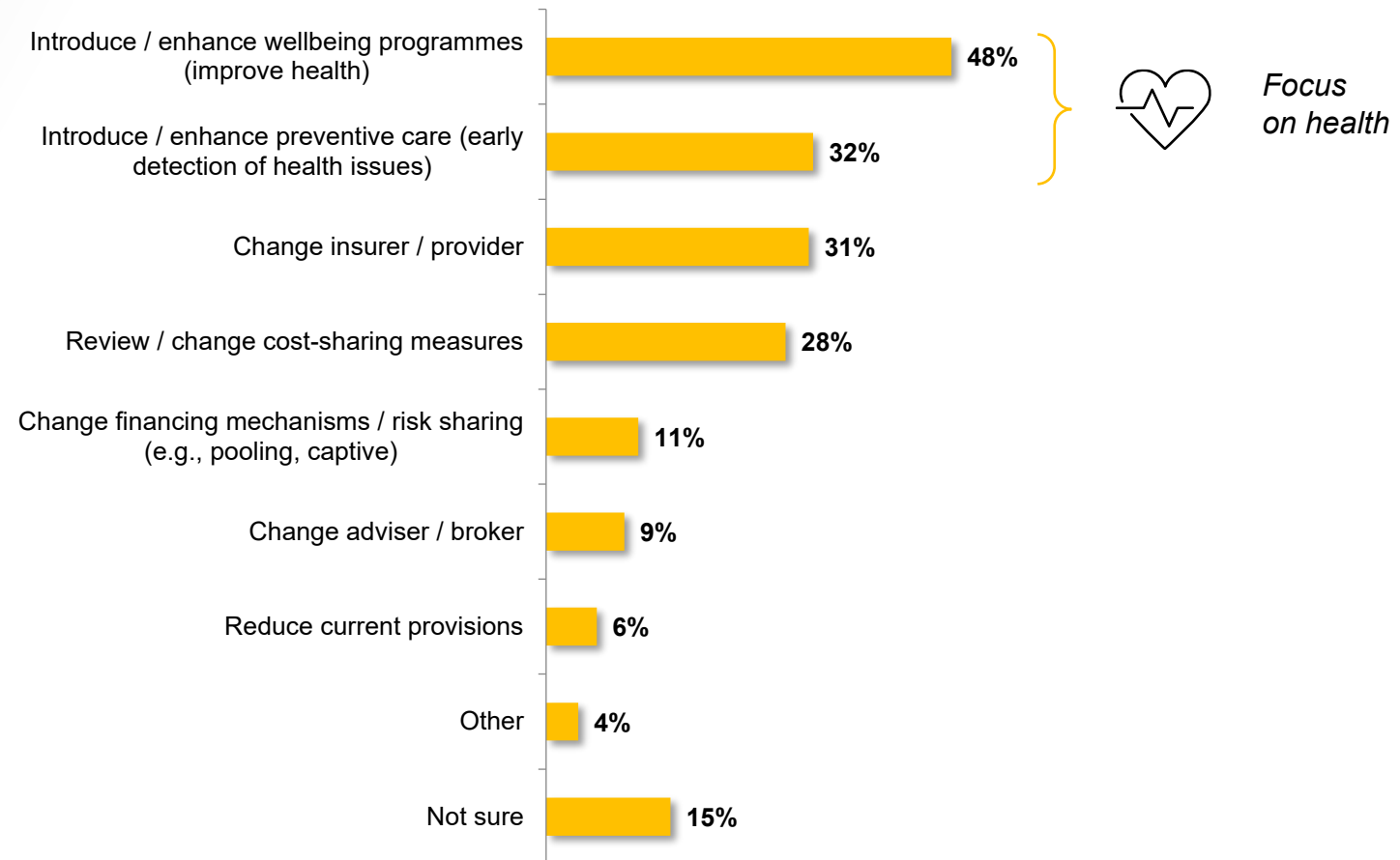


Communication

Cost management strategies among Canadian organizations

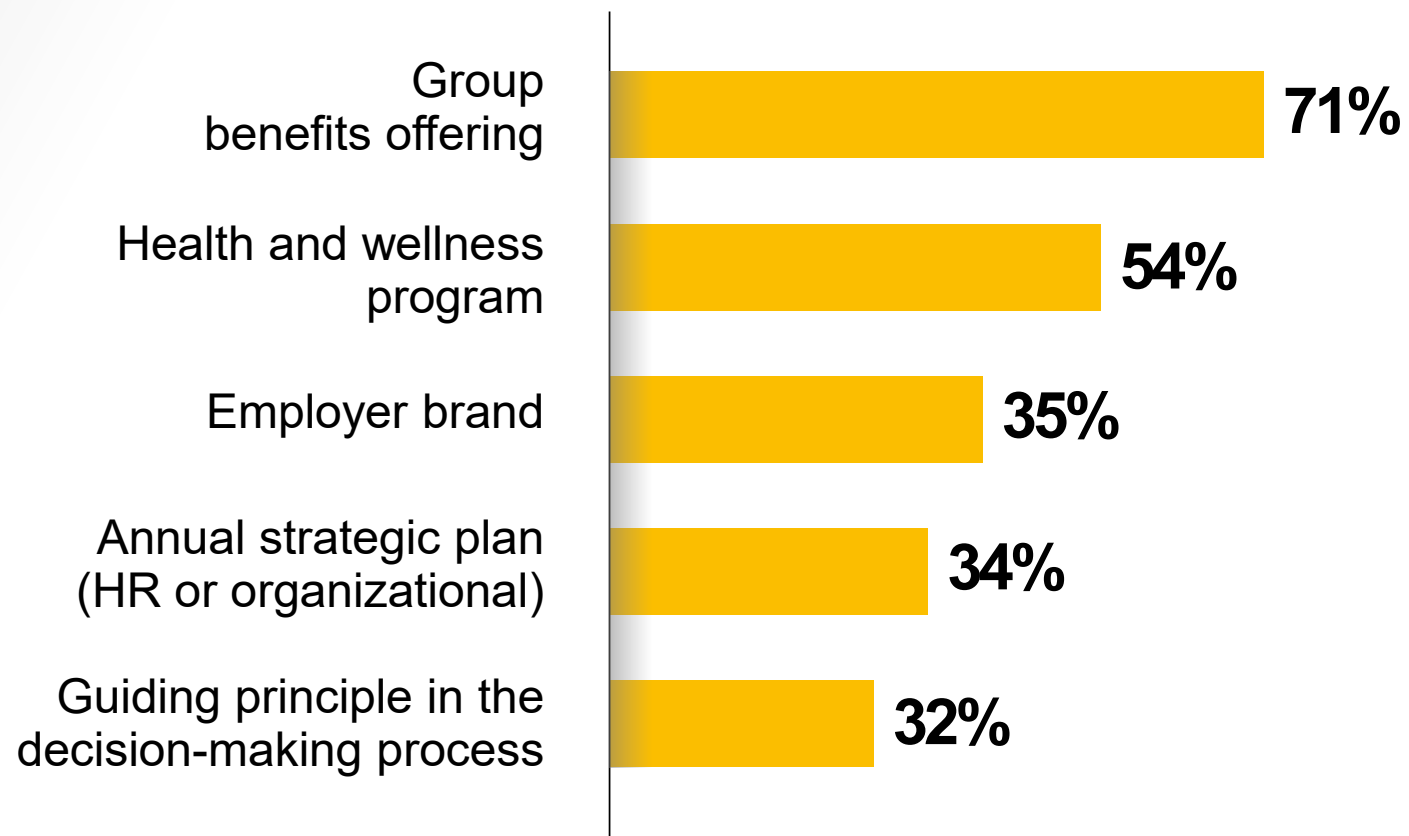
Cost management in 2025

- Organizations are focusing on prevention to reduce costs



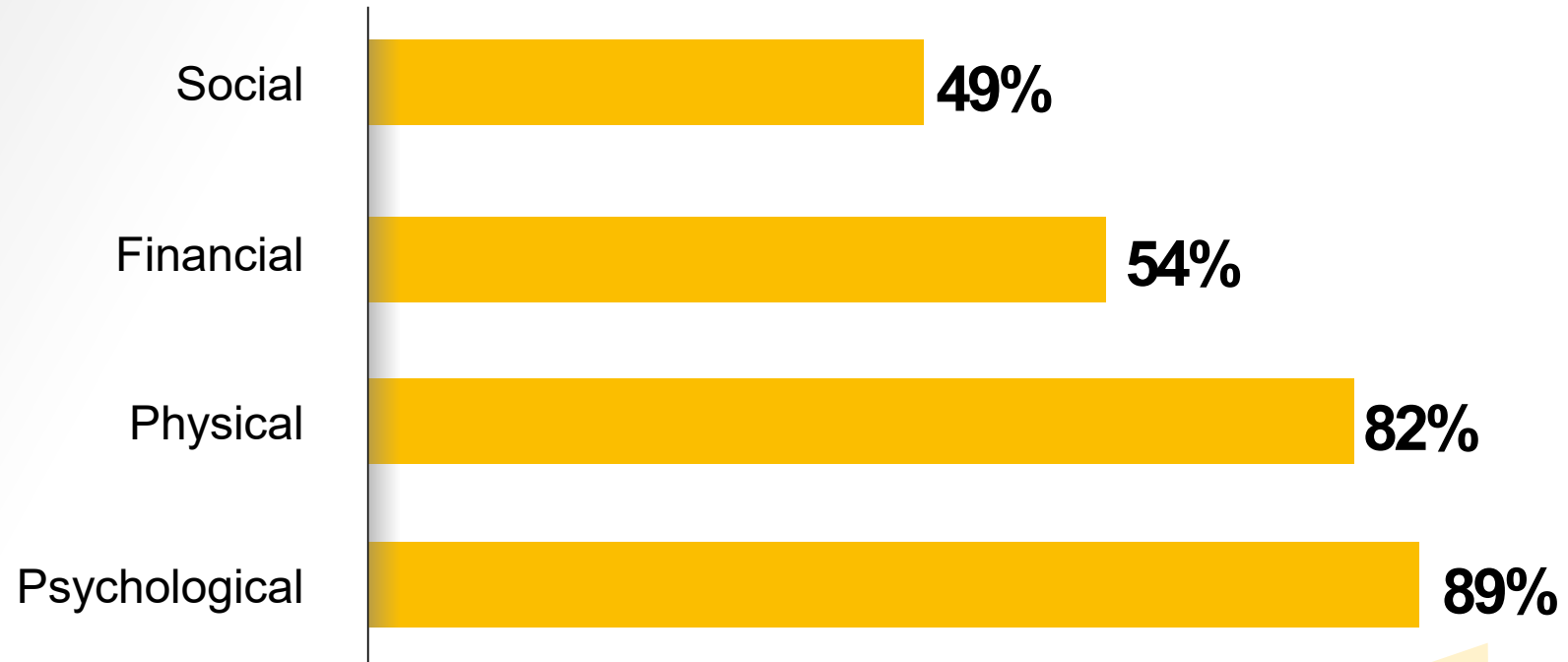
Organizational health and wellness

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





UAP Inc.



Geneviève Hébert, FSA, FCIA

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



AUTO-CAMPING



TRACTION



TruckPro

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



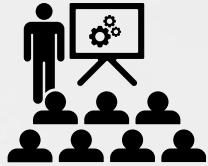


Our communications



Our initiatives

Mental health initiatives

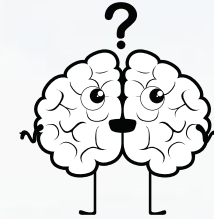


Training for executives

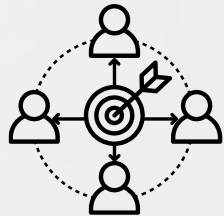


Mandatory virtual training for managers

*Now an e-learning module



Video and comic strip series to destigmatize and open the discussion

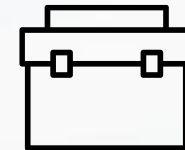


Training for employees:

- "My mental health first aid kit"
- E-learning module
- *Now mandatory



Video testimonials from executives and employees



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

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



Questions



Your speakers



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