

# Diversity, equity *and* inclusion in action

A look at how Cigna is advancing belonging  
and health equity for everyone we serve.



As a global health service company with **70,000 colleagues** and **190 million customer relationships** across the globe, we continue to work every day to achieve our goals to transform health care.

We recognize that starts with our culture and the way in which we treat our colleagues. Cigna's long-standing commitment to diversity, equity and inclusion (DEI) is deeply rooted in our values and reinforced every day.

And we know there's more progress to be made. We believe having a clear sense of our goals and what we plan to accomplish is mission critical. Knowing where we're going and tracking progress along the way are the first steps on the path toward delivering real, sustainable change.

That's why we're increasing our transparency through this scorecard, which we plan to publish annually going forward. It reflects our goal-oriented approach and the targeted actions we're taking to make meaningful change in three key areas — colleagues, clinical and communities. Read on for a sampling of our work, notable progress we've made and milestones we're working toward.

### **TRANSPARENCY AND ACCOUNTABILITY**

We launched Cigna's Enterprise DEI Council, which is made up of leaders from across our company. We committed to publishing this scorecard as part of our Building Equity and Equality Program, designed to accelerate support for diversity, equity and equality for communities of color. The council, led by our President and CEO David Cordani, will track progress and accountability for our ongoing DEI and health equity efforts internally and externally.

### **KEY FOCUS AREAS OF THE COUNCIL**

The council will initially focus on:

- › **Health Equity**  
including addressing critical social determinants of health such as access to health care, digital literacy and food security for clients, customers and communities we serve.
- › **Leadership Accountability**  
including addressing representation, talent advancement and development, and performance to facilitate increased belonging, innovation and equity for all Cigna colleagues.



## WHERE WE ARE

This data provides visibility to Cigna’s workforce based on employees’ voluntary self-identification. We will continue to use this data to inform our ongoing DEI efforts.

## ASPIRATIONAL GOALS<sup>1</sup>

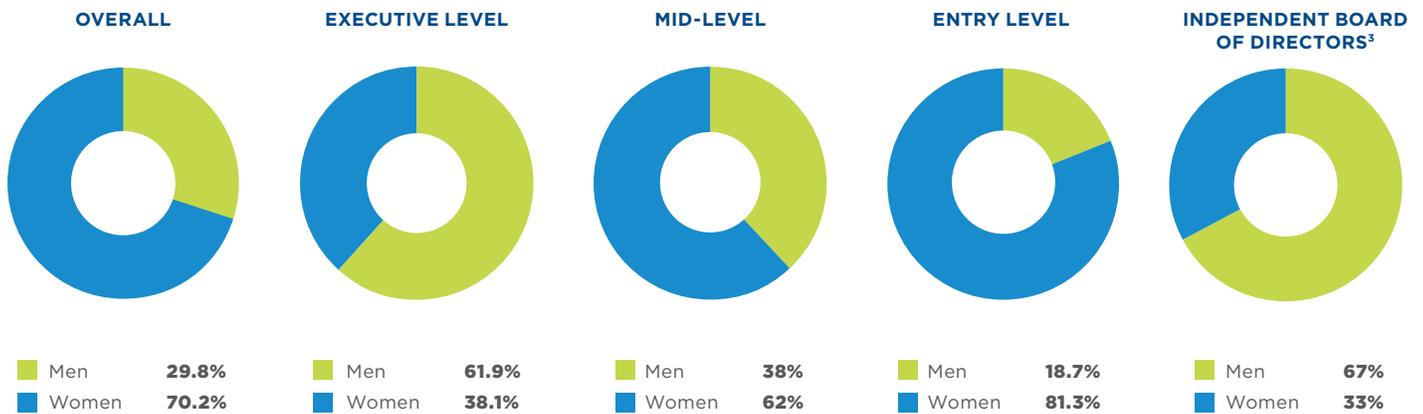
We are proud of our progress and have seen year-over-year increases in our women and ethnic minority representation. We are working to improve our ethnic minority representation, and we aspire to reach gender parity in our leadership pipeline by increasing the representation of women at our director and senior director levels to 50% by the end of 2024.

## WHERE WE’RE GOING

We will continue to proactively monitor our people-processes and programs to ensure equitable outcomes as we partner across our organization to drive diverse and inclusive talent management practices. A significant focus will continue to be on addressing underrepresentation and increasing the diversity of our leadership through our recruiting efforts and by expanding the inclusion of diverse succession candidates in the leadership pipeline.

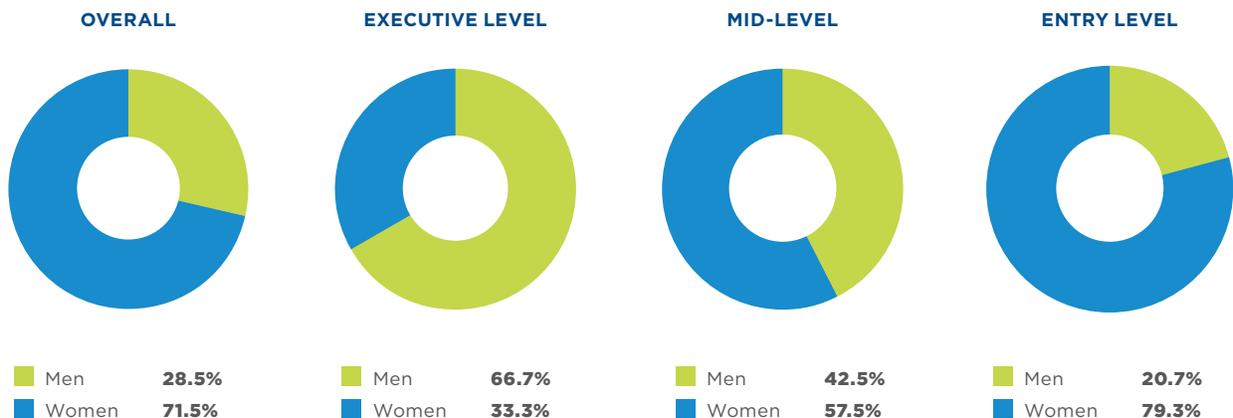
## GENDER<sup>2</sup>

Enterprise representation



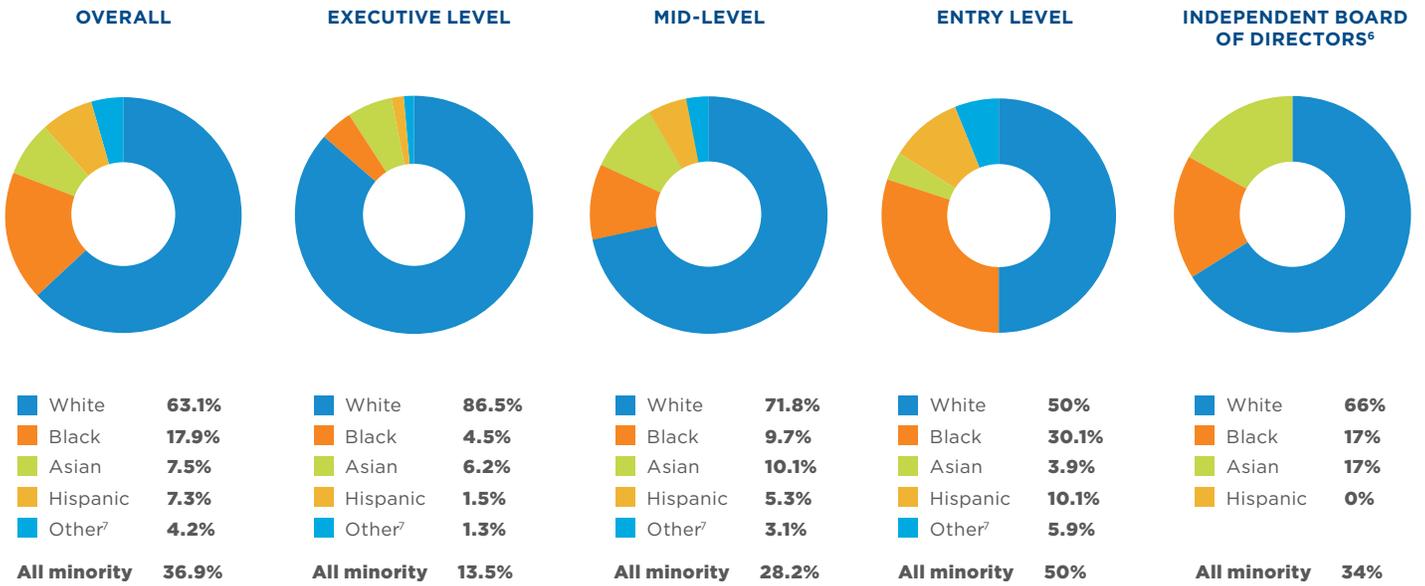
We recognize that gender is nonbinary and we are working to transition our data-collection methods to reflect a broader gender identification.

External hires<sup>4</sup>

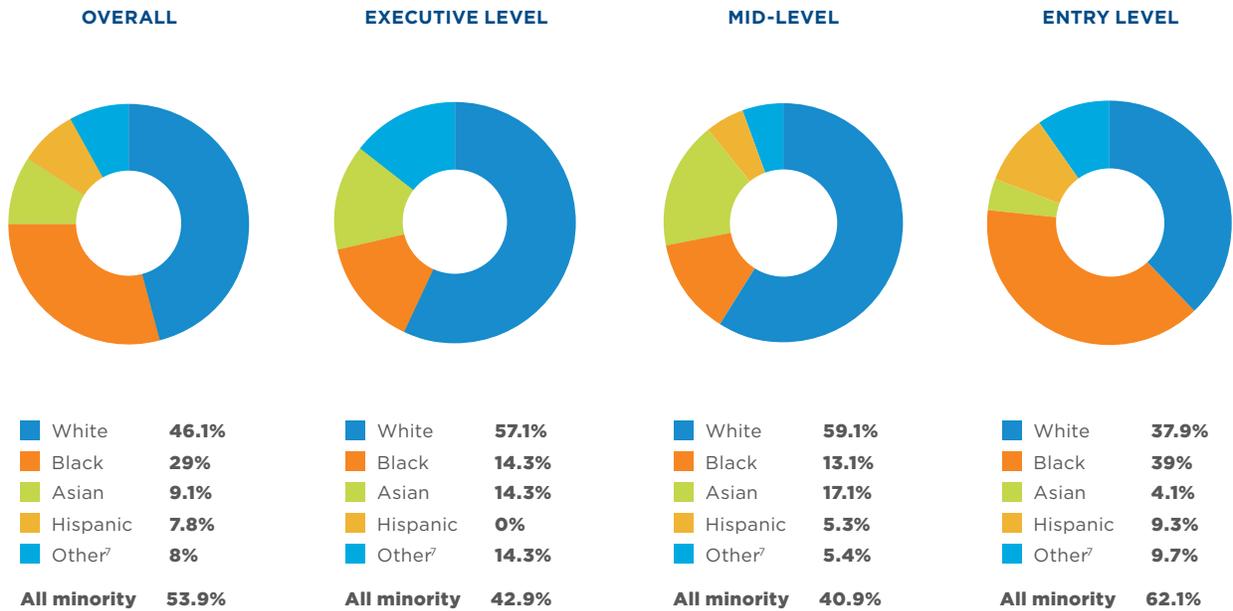


## RACE AND ETHNICITY<sup>5</sup>

### Enterprise representation



### External hires<sup>8</sup>



## VETERANS, PEOPLE WITH DISABILITIES, LGBTQ+

External benchmarks would suggest the Cigna numbers below are understated and do not accurately reflect the full diversity of our veteran, people with disabilities and LGBTQ+ workforce. We are, however, making strides in helping to gather more accurate self-reported data for the future.



We currently only track veteran status, people with disability status and LGBTQ+ status in the United States.

## PAY COMMITMENT

Cigna has a long-standing commitment to fair, competitive and transparent pay practices for all of our employees. We regularly benchmark compensation by role to ensure competitive wages and monitor for potential disparities. As such, our 2020 U.S. pay equity analysis results are as follows:

### Female employees vs. similarly situated male employees:

› 99.9¢ for every \$1 earned

### Ethnic minority employees vs. similarly situated white employees:

› 99.7¢ for every \$1 earned

## BENCHMARK-BREAKING DEI INDEX

Cigna measured a full DEI index for the first time in 2020 with strong results. A subset of questions on the all-employee annual engagement survey comprise the DEI Index and measure employee well-being and how DEI is experienced at Cigna. The 79% DEI rating outperforms other companies<sup>10</sup> by more than 13%. In addition, Cigna is showing improvement over time in the items the DEI index asked about in 2019, and all improved in 2020.



**79%**

of Cigna employees feel positively about diversity, equity and inclusion at Cigna.

- › **85%** of Cigna employees feel that people of all backgrounds can succeed at Cigna
- › **85%** of Cigna employees feel that Cigna values and promotes employee diversity
- › **80%** of Cigna employees feel that everyone at Cigna is treated fairly and supported equitably regardless of personal characteristics
- › **75%** of Cigna employees feel that they can freely express opinions/views without fear of negative consequences
- › **83%** of Cigna employees feel that Cigna views diversity and inclusion as a competitive advantage
- › **56%** of Cigna employees feel that promotions and succession are handled fairly and openly
- › **85%** of Cigna employees feel that their immediate manager encourages diversity and inclusion

## EXTERNAL HIRES COMMITMENT

We are committed to establishing a diverse candidate slate for all external open senior level individual contributor and above positions to address underrepresentation. In 2020, this commitment became mandatory with the diverse candidate slate focused on females and racial/ethnic minorities. Since implementation, we have seen the following results:

- › **96%** of external requisitions for senior level individual contributor and above positions had a diverse slate<sup>11</sup>
- › **72%** of external requisitions for senior level individual contributor and above positions resulted in a diverse hire<sup>12</sup>

## CLINICAL



### WHERE WE ARE

Our mission at Cigna is to ensure that **all people** have the opportunity to achieve their full health potential regardless of social, economic or environmental circumstances. Cigna data demonstrates pronounced disparities in health status, utilization of care and health outcomes for customers and consumers living in underserved communities and from underrepresented populations. Social determinants of health, which negatively influence health, are key drivers of these inequities.

### OUR GREATER AMBITION

While we're proud of the work we've done to help people achieve their full health potential, we won't be satisfied until health disparities are eliminated. Period. To that end, our Health Equity Committee has set a bold goal for ourselves and for Cigna.

### ASPIRATIONAL GOALS

In 2021, we committed to two measurable goals:

- › Double the number of social determinants of health screenings, assessments and referral/goal discussions with at-risk customers.
- › Double the number of completed health equity actions year over year.

As of September 2021, we're on track to meet these goals. You can follow our progress at [cigna.com/healthequity](https://cigna.com/healthequity).

We aim to eliminate health disparities in the incidence, management and progression of diabetes over the next five years.

Throughout 2022, we will announce our plans, measures and progress against our goal. You can follow our progress at [cigna.com/healthequity](https://cigna.com/healthequity).

### WHAT ARE SOCIAL DETERMINANTS OF HEALTH?

Social determinants of health are conditions in which people are born, live, learn, work, play and worship that can impact their ability to get and stay well. These conditions can include:



Employment



Education



Neighborhood and physical environment



Food security and access



Community and social context



Health care literacy and access

**80%** of one's health is determined by these SDoH.

## ADDRESSING SOCIAL DETERMINANTS THROUGH CIGNA FOUNDATION GIVING

TOTALS	HEALTH CARE ACCESS	EDUCATION ACCESS	SOCIAL & COMMUNITY	ECONOMIC STABILITY	NEIGHBORHOOD AND ENVIRONMENT	NON-SDOH
# of Grants	<b>117</b>	<b>21</b>	<b>4</b>	<b>41</b>	<b>3</b>	<b>14</b>
% of Grants	<b>59%</b>	<b>10%</b>	<b>2%</b>	<b>20%</b>	<b>2%</b>	<b>7%</b>
<b>200</b> Total Grants <sup>13</sup>	Connecting community members with access to clinical and behavioral services using community health workers and culturally appropriate staff.	Supporting graduation from high school, access to early childhood education and affordable higher education.	Supporting positive relationships at home, at work and in the community can help reduce these negative impacts.	Connecting financial resources to community members in hope of eliminating food insecurity, unemployment and housing instability.	Supporting racial/ethnic minorities and people with low incomes living in places with risk of crime, noise, inaccessible areas and pollutants that trigger asthma attacks.	Providing disaster relief and employee engagement donations (e.g., fitness challenge).

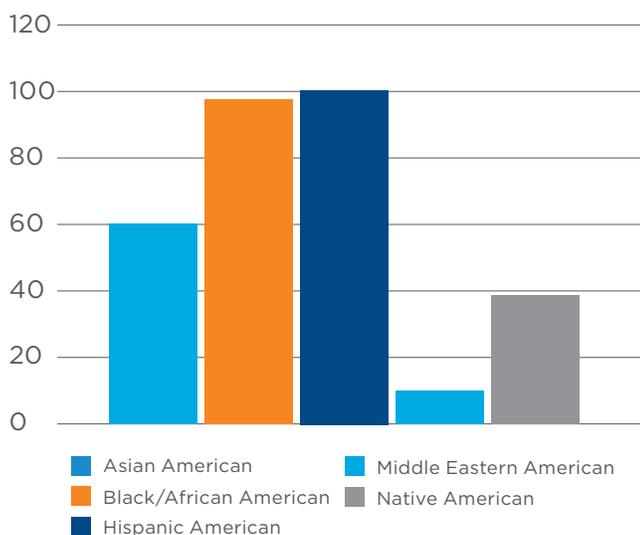


### ALIGNING GRANTMAKING TO SDOH

Continued efforts are underway to build data collection and reporting mechanisms aligning our charitable giving with advances in diversity, equity, equality and inclusion through our focus areas and using SDOH to measure our success.

### GRANTS BY RACE/ETHNICITY

- In 2020 we distributed \$58.8M through Foundation, employee and corporate giving and impacted a total of 4.3M lives. Within that, we distributed \$16.1M in grants, with nearly 90% of grants across our entire portfolio of giving going to support communities of color.



### KEY HEALTH EQUITY ACTIONS

- Added SDOH screening to Individual Family Plan Take Control Rewards Program, generating 600+ referrals to the Community Support Program.
- Delivered COVID-19 vaccine hesitancy campaign aimed at reducing disparities in vulnerable populations.
- Implemented new infrastructure to screen and assess for SDOH needs among customers in case management.
- Offered access to an external self-service web-based platform to connect customers and consumers to support services in the community.
- Established, through the Clinical Policy Unit (CPU), review process to leverage health disparities data into decision-making process for coverage policies and preventive committee reviews.
- Launched Preterm Birth Pilot to reduce disparities among African American and Hispanic women and infants.

## WHERE WE'RE GOING

- › Address the root causes of health disparities through innovative and measurable interventions that are impactful and scalable.
- › Enhance Cigna solutions, benefits and lifestyle management to reduce health disparities and address social determinants, including a pathway to collaborate with community-based organizations.
- › Collaborate with providers to integrate health equity and SDoH into value-based reimbursement models.
- › Commit to expanding digital solutions and equitable internet access, both of which promote health equity while reducing the “digital divide” that exacerbates disparities.

## COMMUNITIES



### WHERE WE ARE

At Cigna, our supplier diversity mission is simple: to ensure the businesses we partner with are representative of our customer base. And not only are we partnering with them but we're taking the extra steps to help them thrive and grow. With this in mind, we're launching our second Diverse Supplier Mentor Protégé program this fall. During this program, eight diverse businesses will be mentored by Cigna executives and will follow an 18-month curriculum designed to help each business grow.

### ASPIRATIONAL GOAL

As part of our Building Equity and Equality Program, we've committed to doubling our indirect diverse supplier spend by 2025<sup>14</sup>. We aim to reach \$1 billion in diverse spend, representing nearly 20% of our \$5 billion indirect spend in the United States.

### WHERE WE'RE GOING

We're right on track to meet our planned diverse spend target. Not only will this level of indirect spending put Cigna among the leaders in diverse spending in the United States but it also helps to keep us on the cutting edge of innovative experiences for our customers and supports the economic development of underserved communities.



**Total diverse spend  
as of June 2021:**

**\$347M**

**\$1 diverse supplier  
spend = \$2.60  
economic impact  
in communities<sup>15</sup>**

YTD through June 2021

**On track for 2025  
commitment:**

**\$1 billion in  
diverse spend =  
Nearly 20% of our  
\$5 billion indirect  
spend in the  
United States**



At Cigna, we will continue to challenge ourselves to do the hard work it takes to have the type of diverse and inclusive workforce that can drive change in the communities where we live and work. Our goal – our intent – is and has always been to hold true to our values and our beliefs, which at their core recognize that every person has value and every person has a different perspective. Those perspectives must be respected, and the differences of our perspectives should be used to create bridges toward understanding.

What I know is that we can always do better – as individuals, as a company and as a society.



DAVID CORDANI  
*President and CEO, Cigna*

Please read our [Cigna Connects Corporate Responsibility Report](#) and visit the [Cigna DEI](#) page for additional information

**Together, all the way.®**



1. Our Aspirational Goals are in no way quotas. All decisions regarding hiring of employees and engagement of vendors are made without discrimination against anyone on the basis of race, gender, sexual orientation, disability or any other protected characteristic.
2. Gender metrics represent our global employees. For gender, 0.1% chose not to self-identify, and for ethnic minority (United States only), 6.0% chose not to self-identify. Employee types represented: regular, casual, per diem/on-call, fixed term contract, and expatriate. Data is as of 6/30/2021.
3. Independent Board of Directors does not include the CEO, David Cordani. Data as of 9/1/2021.
4. External hires data as of 6/30/2021.
5. Ethnic minority metrics include US employees only. Employee types represented: regular, casual, per diem/on-call, fixed term contract, and expatriate. Data as of 6/30/2021.
6. Independent Board of Directors does not include the CEO, David Cordani. Data as of 9/1/2021.
7. "Other" includes Native American or Alaska Native, Native Hawaiian or Pacific Islander, and "Two or More Races."
8. External hires data as of 6/30/2021.
9. Veterans, people with disabilities and LGBTQ+ data is as of 6/30/2021.
10. Our DEI rating is benchmarked against other companies utilizing the same expert vendor conducting employee engagement surveys.
11. A diverse candidate slate must have no fewer than three candidates in order to be presented to the hiring manager. A diverse candidate slate is required to have at least one female and one racial/ethnic minority candidate in order to be presented. A racial/ethnic minority female can meet the requirement for both the gender and racial/ethnic minority requirements. All candidates selected are to have met the minimum qualifications for the position being filled, without exception.
12. Refer to the External hires Gender and Race and Ethnicity graphs above for hiring outcomes.
13. All grant data is for 2020.
14. Our Aspirational Goals are in no way quotas. All decisions regarding hiring of employees and engagement of vendors are made without discrimination against anyone on the basis of race, gender, sexual orientation, disability or any other protected characteristic.
15. 2017 Supplier Diversity Economic Impact report, Cigna.

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