Cigna is a global health service company dedicated to a mission of helping the people we serve improve their health, well-being and sense of security. One way we achieve this is through our diverse, talented multi-generational workforce.

We take great pride in our workforce, and value the differences employees bring to the workplace. Too often, differences can create distance, but at Cigna these differences fuel us, and accelerate our ability to serve our customers and partners, contribute to constructive change in our communities, and deliver new and innovative solutions.

Our stakeholders — employees, customers, clients, partners, suppliers and communities — represent many different cultures, beliefs and values. We define diversity in all of the ways we are different, yet similar, including race, ethnicity, nationality, gender, veteran status, ability, preferred language, work style, generational and cultural facets, sexual orientation, and gender identity.

To better understand our colleagues and customers, we take an active, strategic approach to realize our individual and collective experiences, different ways of thinking, and diverse communication styles.

We have dedicated ourselves to being a preferred employer for diverse talent. Our recruiting and leadership development programs have helped to influence the careers of women and People of Color. We recognize that this work is continuous. At Cigna, we are proud of the diversity our employees represent, and we encourage each employee to be true to who he or she is. This is one way that we can best serve our customers as we work to improve their health, well-being and sense of security.

Knowing that this work is ongoing, we emphasize increased representation of women and People of Color in middle and senior management roles. We are making progress but constantly strive to do better. Our desire is that each and every employee has the opportunity to achieve his or her full potential.

Our Diversity and Inclusion strategy focuses on four areas:

Our unique ability to bring together multiple perspectives, backgrounds, cultures and skills — reflecting the customers we serve around the world — is extremely powerful in driving innovation and anticipating and delivering on our customers’ needs.
1. **Optimizing workforce composition, development and engagement**
   Led by a dedicated Diversity and Inclusion team that reports directly to the Chief Human Resources Officer, we strive for an inclusive environment that values all aspects of diversity. Supported by nine Colleague Resource Groups and integrated Talent Management, we make advancements toward a culture of belonging. We track our outcomes on our Enterprise Scorecard and embed them in our management process.

2. **Differentiating the customer connection and enhancing value to clients**
   Our Diversity and Inclusion work goes beyond our employees, to influence how we achieve our mission. Cigna's award-winning work to reduce health disparities extends the lens of diversity to improving health outcomes and ensuring culturally competent care for our customers. Our employee diversity informs this work; we leverage the strength of our diversity.

3. **Developing culturally competent partnerships**
   We recognize we can't do it alone. Partnerships with diverse suppliers, professional associations, educational institutions and others help us achieve our objectives.

4. **Creating value for emerging communities**
   With an eye toward the future, we reach out to communities that have experienced systemic disadvantage. By leveraging our partnerships and our global workforce, we bring these communities greater access to education and opportunity.

**Women in Leadership: Advancing Equality**
We are proud our global workforce is 73 percent female. Women are often the chief medical officers of their families — we know the importance of effectively reaching female customers. However, we were not satisfied with female representation in leadership, so we set out to increase the representation of women in middle and senior management roles.

A summary of the steps we took:

- **A Macro Approach: Women in Leadership Study** – A thorough review was conducted to give us insights to how women grow their careers. A metrics-based approach yielded insights to application patterns, hiring and promotion rates, and development program participation. Personal interviews shared the real experiences of women in our organization.

- **A Micro Focus** – In advance of an organization redesign, our executive lead team identified female leaders to focus on and for whom we would open up targeted development opportunities. We've grown, progressed or promoted 74 percent of these leaders since last fall. Overall we are pleased with the progress we've made and the impact this has had on women overall at Cigna. Our executive promotion rates in 2017 were 50 percent female.
- **Targeted Development: Gender and Leadership Training** – We have offered a training program for high-potential females and their managers for the last four years. This program emphasizes the importance of personal brand, awareness of unconscious bias and techniques that can stimulate career progression and acceleration. In 2018, we plan six offerings. We are also developing a virtual “Unconscious Bias” offering to launch later this year.

Diversity and Inclusion are valuable assets to Cigna, and we know anything of value requires time and investment to create.

A sense of belonging is no different. We have done much to create a workplace in which everyone feels included and able to contribute, and we are firmly committed to making continued progress.

- [www.cigna.com/careers/united-states/diversity](http://www.cigna.com/careers/united-states/diversity)