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Summary of Initiative

Cigna's strategy is delivering quality, affordable and personalized solutions for our customers and clients by leveraging our insights, brand, talent and localized approach. Critical to this focus is Cigna's Educational Reimbursement Program (ERP), which leverages a growth mind-set — fostering a collaborative and positive environment in support of our employees' growth and development.

The Need

Cigna's talent pool is shrinking as baby boomers retire and people remain unsure about their place in the U.S. workforce.

The Solution

Cigna is committed to doing a better job of matching tuition dollars and upskilling efforts to its strategic business objectives and management of its talented workforce.

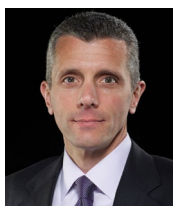
Partnerships

Cigna partnered with the Lumina Foundation and Accenture to conduct a return on investment (ROI) on Cigna's ERP. Lumina mobilizes employers to use postsecondary attainment to build and retain talent through its goal: Increase the proportion of Americans with high-quality degrees, certificates and other credentials to 60 percent by 2025. The Lumina/Accenture 2016 findings:

1. Participants are retained, promoted and transferred more frequently than non-ERP employees, resulting in an ROI of 129 percent and net savings of \$20.1 million from 2012 to 2014. For every dollar invested Cigna gets back \$1 and avoids \$1.29 in additional cost.
2. Between 2012 and 2014, ERP has averaged \$5.0 million in tuition spend annually. Per participant, this equates to \$4,199 in average annual spend.
3. ERP has an annual utilization rate of 3.7 percent (three-year utilization rate of 5.8 percent) with an average of 1,189 participants annually — 2,213 total participants between 2012 and 2014.
4. Participants are retained, promoted and transferred more frequently than non-ERP participants, which provided Cigna \$35.8 million in benefits (savings) from 2012 to 2014.

Outcomes/Benefits

1. Increased annual reimbursement for undergraduate and graduate programs in certain strategic areas of study: actuarial science, cybersecurity or health care management.
2. Additional cost allowance (up to \$1,500 annually) for educational materials like textbooks and other study materials.
3. Partnership with Advisory Services for employees considering professional or career development.
4. Increased number of tuition deferment options through education partners (approximately 40 percent).
5. Due to changes, as of December 31, 2016, the number of ERP U.S. participants had increased by more than 20 percent.



David M. Cordani
President and CEO
Cigna

“Cigna’s strategic focus is centered on delivering high-quality, affordable and personalized solutions for our customers and clients by leveraging our insights, brand, talent and localized approach.”