



I N C L U S I O N

**Humana®**

Inclusion & Diversity Annual Report  
2015/2016

## TABLE OF CONTENTS

---

### CH<sub>1</sub> Introduction

#### About Humana

- Humana values ..... 6-7

#### About The Office of Inclusion & Diversity ..... 8

- Aspirational vision ..... 8
- Three-pillar strategy ..... 8
- Business offerings ..... 9

### CH<sub>2</sub> Where we stand nationally

- DiversityInc ..... 12
- Human Rights Campaign Foundation ..... 12
- Hispanic Association on Corporate Responsibility ..... 12
- Lean In Women in the Workplace by McKinsey and Company ..... 12

### CH<sub>3</sub> Hot topics for 2015 and beyond

- Marriage equality ..... 16
- Transgender awareness ..... 17
- Communities in turmoil ..... 18
- People with disabilities and disabled veterans ..... 20
- Network Resource Groups: moving Humana forward ..... 21

### CH<sub>4</sub> Our business offerings

#### Consulting services ..... 24

- Talent acquisition ..... 24
- Military veterans, their spouses and people with disabilities ..... 24
- Business partners ..... 24
- Supplier Diversity ..... 25

#### Community integration ..... 26

- Associate groups ..... 26
- Network Resource groups ..... 26-28
  - Caregivers ..... 29
  - HAPI, Asian-Pacific Islander ..... 30
  - IMPACT, African-American ..... 31
  - Pride, LGBT ..... 32
  - Unidos, Hispanic ..... 33
  - Veterans ..... 34
  - Women's ..... 35
- Executive I&D Council ..... 37
- Local I&D Councils ..... 38

• Community outreach .....	38
–Black Achievers .....	38
–Giving from the Office of I&D .....	39
Communication & social consciousness .....	40
• Influencing the conversation .....	40
Inclusion excellence .....	42
• Inclusion toolbox .....	42
• Leadership development .....	43
–Development Acceleration Program (DAP) .....	43
–Women in Leadership .....	45
Diversity next practices .....	46
• Demographic shifts and the diversity explosion .....	46
• Humana's Bold Goal .....	46
• Introverts vs. extroverts .....	46
• Inclusion & Diversity goes mobile .....	46
• Network Resource Groups influencing social media .....	46
• Thrive Here Program aims for gender balance .....	46
• DAP and advancing women of color .....	46
<b>C4/5</b> Appreciation .....	47



**The Office of  
Inclusion & Diversity**

*Making connections, building trust, improving health.*

## INTRODUCTION

---

At Humana, we believe healthcare doesn't have to be as complicated as it is today. We also believe it's our responsibility to partner with business and physician leaders in communities across the country to come up with solutions to help reduce that complexity. Our organization is committed to making the communities we serve 20 percent healthier by 2020. Inclusion & Diversity is an integral part in reaching that goal.

The purpose of the Inclusion & Diversity Annual Report is to share how we are achieving our goals. Diversity is a fact. Each of us is unique, whether by gender, age, race, military status, physical ability, background or culture. Inclusion is where the opportunity lies. At Humana, we focus on effectively including the unique attributes each of us brings and creating an unbelievable advantage for all of us.

Our approach is simple: our members are diverse, the communities we serve are diverse and our associates are diverse.

Therefore we apply a diverse lens to everything we do — how we communicate, how we train, how we market, how we create solutions, even how we work. We challenge ourselves and our collective thinking to incorporate inclusive and diverse principles. That means holding true to our values in challenging times. It means we are taking the time to value every single person's perspective when solving difficult problems.

In this year's report, you will learn about some of the hot topics that affected our country in 2015 and how Humana responded. Our report is organized by the Office of Inclusion & Diversity's areas of focus: consulting services, community integration, communication and social consciousness, inclusion excellence, and diversity next practices.

A person is partially visible on the right side of the frame, standing behind a clear acrylic podium. The podium has the Humana logo on it. A microphone is positioned in front of the speaker. The background is dark and out of focus.

Humana

A photograph of Bruce Broussard, President and CEO, smiling and holding a pair of glasses. He is wearing a dark pinstripe suit jacket over a light blue button-down shirt. The background is a blurred stage setting with red and blue lighting.

“Health is personal.  
Our ability to build  
deep relationships and create  
simple, personalized experiences  
for internal and external  
communities requires  
a diverse lens.”

*Bruce Broussard,  
President and CEO*

# ABOUT HUMANA

---

Humana is more than just a well-being company. The company's diverse lens of business works to serve all types of consumers, from families to seniors to military members to self-employed individuals. Its 50,000 associates do this by closing the gap between people and care. Humana focuses on making it easy for our customers to achieve their best health.

Based in Louisville, Kentucky, Humana serves more than 14 million medical members in the U.S. The company has been recognized as a DiversityInc Top 25 Noteworthy Company, earned a perfect score in the Human Rights Campaign (HRC)'s "Corporate Equality Index" report for

the fourth year in a row, and has a solid track record of giving back to communities that need it most. Humana is ranked as a Fortune 75 company.

## Humana values

In 2013, Humana's executive team came together to discuss a new set of values to empower associates to create a unique experience for each other, and, ultimately, for our members. Inclusion and diversity plays a key role in how we live each of these values and will be a key factor in continuing our inclusion journey.

## Our values

---



### **Inspire** health:

We inspire health by making conscious choices every day and motivating others with our positive example. We care about each other and actively contribute to an environment of well-being.



### **Rethink** routine:

We encourage innovation by developing a culture that cultivates curiosity. We spark creativity by challenging ourselves to think differently.



### **Cultivate** uniqueness:

We find ways to connect with each other and our consumers. Respecting one another, listening with an open mind and seeking different perspectives result in richer solutions.



### **Pioneer** simplicity:

We make life easier and believe that less can be more. When we empower associates, we create an agile organization and an exceptional experience.



### **Thrive** together:

We focus on shared success by breaking down silos, inviting collaboration and mentoring others. We believe in, and act with, positive intention to create an environment of trust and integrity.



The Office of  
**Inclusion & Diversity**

*Making connections, building trust, improving health.*



## ABOUT US

Industry: Health & wellness

Founded: 1961

Headquarters: Louisville, Kentucky

Number of associates: Approx. 52,000

Website: **Humana.com**

## Find Humana on social media



Facebook – [facebook.com/humana](https://facebook.com/humana)



Twitter – [twitter.com/humana](https://twitter.com/humana)



YouTube – [youtube.com/humana](https://youtube.com/humana)



LinkedIn – [linkedin.com/company/humana](https://linkedin.com/company/humana)



Google+ – [plus.google.com/+humana](https://plus.google.com/+humana)



Instagram – [instagram.com/humana](https://instagram.com/humana)



Pinterest – [pinterest.com/humana](https://pinterest.com/humana)

## Humana's total associate population snapshot as of Dec. 2015

### Gender

Women: 74%

Men: 26%

### Race

White 59%

Black or African American 23%

Hispanic or Latino 11%

Asian/Pacific Islander 4%

Two or More Races 3%

Native American and Other <1%

### Age

Younger than 25 4%

25 – 34 25%

35 – 44 28%

45 – 54 24%

55 – 64 16%

65 and older 3%



# ABOUT THE OFFICE OF INCLUSION & DIVERSITY

We see diversity as a vibrant reality of the world we live in, and inclusion is what we want to achieve with it.



Through the work of the Office of Inclusion & Diversity (I&D) — within the workplace, marketplace and communities in which we live and serve — we strive to make meaningful connections and offer personalized health. It's part of our goal to meet people where they are on their inclusion and diversity journey. We hope you'll join us.

## Aspirational vision

With humility and understanding, Humana aspires to create a diverse community that consists of people of different races, cultures, ages, genders, sexual orientations, gender identities, religions, socioeconomic levels, political perspectives, abilities, opinions, values and experiences. The goal of I&D is to attract, develop and retain the best and brightest talent in the marketplace; they will enable us to design and deliver unparalleled customer experiences and health outcomes. This requires cultivating an inclusive culture, where all individuals feel respected, are treated fairly, are provided work-life balance and have an opportunity to excel in their chosen careers. ■

## Three-pillar strategy:

All I&D initiatives serve one or more of the following strategic areas

### MARKETPLACE

Position the organization for growth by better connecting with a wider customer base.

### WORKPLACE

Creating an inclusive culture and a diverse workforce that is proportionately represented enterprise-wide.

### COMMUNITY

Improve the lives of the people around us by focusing on our associates and the communities we serve.



## CONSULTING SERVICES

Fully integrating the Inclusion and Diversity vision into the business through goal setting, strategy, metrics, talent, retention, recruitment, career guidance, supplier diversity, policy and compliance.



## COMMUNITY INTEGRATION

Connecting people internally and externally with our associate-led groups and community outreach programs.

**Business offerings**  
In order to meet our goals, we've organized the Office of I&D's areas of focus into five groups.



## DIVERSITY NEXT PRACTICES

Strategically aligning initiatives based on local and global trends, through cutting-edge tactics of futurism, consciousness, technology and cultural shifts.



## COMMUNICATION AND SOCIAL CONSCIOUSNESS

Building awareness and social consciousness through the credible I&D brand. Sharing best practices for language, imagery, and communication tactics.



## INCLUSION EXCELLENCE

Providing best practices and tools for personal development and overall excellent cultural inclusiveness within the workplace through education, learning and awareness.



CH/2

WHERE  
WE STAND  
NATIONALLY



## WHERE WE STAND NATIONALLY



### DiversityInc

We were ranked among the Top 25 Noteworthy Companies in 2015 for our commitment to inclusion and diversity based on our talent pipeline, talent development, senior leadership commitment and Supplier Diversity program.

### Human Rights Campaign Foundation

Humana scored a perfect 100 in its Corporate Equality Index for the fourth year in a row. 1,024 businesses were included, and 407 earned this distinction. Humana is proud to be one of them.

### Hispanic Association on Corporate Responsibility (HACR)

We proudly became a new member of HACR in 2015, demonstrating our advocacy for Hispanic inclusion in corporate America.

### Lean In Women in the Workplace

In the survey by McKinsey and Company, Humana learned more about how we can better close the gender gap. □

*“Humana strives to create a strong talent pipeline for associates, no matter their background or culture.”*



# HUMANA EARNED A PERFECT SCORE OF 100 IN HUMAN RIGHTS CAMPAIGN FOUNDATION'S EQUALITY INDEX

CH<sub>3</sub>

# HOT TOPICS FOR 2015 AND BEYOND





# HOT TOPICS FOR 2015 AND BEYOND

---

A person's well-being encompasses physical, mental and emotional health. We are healthier and more productive when we can be our full selves and have a community of support around us. As our diverse population grows, companies like Humana have the opportunity to be a leader in treating all people with fairness and respect, no matter their culture or background. In turn, we can better serve them in improving their health and well-being. Here are some hot topics we faced and how Humana responded.

## Marriage equality

On June 26, 2015, the Supreme Court of the United States ruled that bans on marriage equality are unconstitutional. All couples, no matter their sexual orientation, have the right to legally wed. Two Humana associates, Greg Bourke and Maurice Blanchard, were among the 16 plaintiffs in a collection of lawsuits challenging statutes against same-sex marriage in four states. These resulted in conflicting rulings so they headed to the U.S. Supreme Court in the case known as *Obergefell v. Hodges*.

Humana quickly and passionately responded on social media, publicly standing with our associates and couples around the world after the ruling was announced. On Twitter Humana said, “#LoveWins Congrats to those who fought for the right to marry, including @Humana associates Greg & Maurice!

Humana continues to stand in support of the LGBT community, as future legislation could create loopholes to deny equal treatment to same-sex couples, exposing them to the risk of discrimination in their daily lives in, for example, credit, education, employment, federal funding, housing, jury service and public accommodations. Humana publicly supported the Kentucky Fairness Law in 2015. ▣



## Transgender awareness

By coming out as a transgender woman on national television in 2015, Caitlyn Jenner has joined a small percentage of people who identify with a gender that conflicts with the one they were assigned at birth. With the spotlight on transgender Americans, it was important for Humana to show its support and educate its associates about this population, which is estimated to be about 700,000 Americans.

In 2015, Humana was talking about the unique needs — physical and emotional — of the LGBT community and raising awareness around people who are transgender. We do this keeping in mind that 41 percent of transgender people have attempted suicide, and 78 percent reported harassment while in grades K-12, according to a 2011 survey by the National Center for Transgender Equality.

### Here's how Humana is moving the needle:

- We are empowering Pride, Humana's LGBT Network Resource Group (NRG), whose mission is to shape an inclusive world — in and outside of Humana — where all people, regardless of sexual orientation or gender identity, are celebrated and treated equally. NRGs at Humana are associate-led and associate-driven groups that provide personal, experience-based forums for exchanging ideas, building community and driving measurable business outcomes.
- Humana's Equal Employment Opportunity (EEO) policy includes protections related to gender identity as well as sexual orientation.
- The Humana anti-harassment policy forbids the harassment of others based on their gender identity.
- The Pride NRG and the Office of Inclusion & Diversity host learning opportunities and provide educational documents for associates to hear more about the transgender community.

As a company, we thrive on diversity, and we strive to expand inclusive practices to create a welcoming culture where all associates can be their whole selves. ■



*It's our responsibility to broaden horizons and create a welcoming, inclusive world for the transgender community.*

## Communities in turmoil

The recent history on race in America includes highs such as the election of the country's first black president and heartbreaking lows such as the shooting deaths of nine people at a predominantly African-American church, allegedly by a white supremacist aiming to start a race war.

Our associates and the members we serve have felt the national effects of racial tensions, so Humana is taking action. Our members' healthcare is influenced by more than exercise and dietary choices. Humana will first address demographics, the disease burden, the cultural, economic, social and environmental trends and explore what we can do to improve the productivity, viability and happiness of communities that need it most.

Together, we thrive by living the Humana values, including cultivate uniqueness – a value dedicated to finding ways to connect with each other and our consumers. By respecting one another, listening with an open mind, and seeking different perspectives, we find richer solutions.



As we discuss how we can address the rooted needs in every neighborhood we serve, we are closer to achieving our Bold Goal of making our communities 20 percent healthier by 2020.

Humana associates mourned the actions at Emanuel AME Church with the entire country, and the company shared its support on Facebook:

“The response to the horrific violence at Emanuel African Methodist Episcopal Church, across South Carolina and the country, has been remarkable. People are standing up for what is right, embracing the beauty of diversity and inclusive values, speaking out against racism and its harmful effects. The images we are seeing and stories we are hearing from Charleston now — focused on support for the victims' loved ones and the community's powerful stand against racially motivated behaviors — have moved the nation. At Humana, where we believe it's vitally important to cultivate uniqueness and champion diversity in all that we do, we send our thoughts and prayers to everyone in Charleston and those who lost friends and loved ones. The example they are setting during a time of such sadness and grief is inspiring.”



PEOPLE ARE  
STANDING UP  
FOR WHAT  
IS RIGHT,  
EMBRACING  
THE BEAUTY  
OF DIVERSITY

## People with disabilities and disabled veterans

In May 2015, Humana announced an ongoing commitment to hire 500 veterans or military spouses per year with an emphasis on recruiting disabled veterans.

Humana has been dedicated to recruiting, hiring and retaining veterans and people with disabilities for years, having hired roughly 2,400 veterans and military spouses since 2011, which surpassed Humana's own stated goals by nearly 20 percent.

In honor of National Disability Employment Awareness Month, the Office of I&D offered the following growth opportunities to all associates:

- A new disability learning experience
- Medicare and Medicaid Duals presentation by Director of Dual Eligible & Medicaid Programs Jennifer Coleman
- Caregivers speaker panel to share experiences and unique needs with the enterprise
- Wounded warriors speaker panel discussing how they have navigated their way to working in Humana's corporate environment

Associates were given the opportunity to share their stories about living with a disability or caring for someone with a disability, bringing relatable faces to the conversation at Humana. ▣

*A disability is only one part of a person's identity.*

*Not every person with a disability uses a wheelchair, and not all disabilities are visible to the eye.*



## Network Resource Groups: moving Humana forward

At Humana, Network Resource Groups (NRGs) are associate-led, associate-driven, voluntary organizations open to all Humana associates. Involving almost 20 percent of the total Humana population, NRGs provide personal, experience-based forums for exchanging ideas, building community and driving measurable business outcomes in order to help us see through a diverse lens while making business decisions.

Humana's seven Network Resource Groups are:

- Caregivers
- HAPI, Asian/Pacific Islanders
- IMPACT, African-Americans
- Pride, lesbian, gay, bisexual, transgender (LGBT)
- Unidos, Hispanics
- Veterans
- Womens

In 2015, Humana launched a new Network Resource Group — HAPI, Humana's Asian/Pacific Islander NRG. HAPI's two executive sponsors are Brian LeClaire, Senior Vice President & Chief Information Officer, and Vipin Gopal, Enterprise Vice President, Clinical Analytics. The group is committed to creating understanding and appreciation of Asian/Pacific Islanders, cultivating new knowledge and skills, celebrating differences within the organization and contributing to Humana's mission and values.

Learn more about the accomplishments of the NRGs in “Community integration,” and see what's ahead in “Diversity next practices.” ▣





CH/4

OUR  
BUSINESS  
OFFERINGS



# CONSULTING SERVICES

In order to fully integrate the inclusion and diversity lens — meaning to see everything we do at Humana from a diverse viewpoint — our team strives to consult with all our internal partners.

## Talent acquisition

In order to bring the best and brightest talent to Humana, we seek out qualified candidates by engaging with other organizations who share a similar commitment, including:

- National Black MBA Association
- National Society of Hispanic MBAs
- Black Achievers Program

## Military veterans, their spouses and people with disabilities

Humana performs specialty sourcing for military veterans and people with disabilities. Our Veterans Hiring Initiative serves veterans and their family members in three ways: jobs, entrepreneurship and well-being. We're proud to be ranked No. 9 in the Best for Vets: Employers 2015 list by Military Times.

We also partner with The National Business & Disability Council (NBDC) at The Viscardi Center to receive comprehensive resources for disability best practices so we can strengthen our disability workforce initiatives.

*It takes an entire company to see the world through a diverse lens and cultivate an inclusive culture.*

## Other business partners

I&D also consults with the following business areas within Humana, providing a diverse lens in all that we do:

- Talent Retention
- Policy & Compliance
  - “Humana’s non-discrimination and Equal Employment Opportunity [EEO] policy states that we provide equal employment opportunity to all individuals without regard to race, color, religion, sex, national origin, age, sexual orientation, gender identity or expression, disability, veteran status or marital status.”
- Human Capital Analytics
- HR Digital Design
- Procurement
- Corporate Communications
- Associate Communications
- Public Affairs
- Marketing
- Supplier Diversity
- HumanaVitality®
- Leadership Development ■



## Supplier Diversity

Humana's Supplier Diversity program strives to obtain a supplier base for Humana that reflects the overall customers, associates and the communities we serve. By identifying procurement opportunities and maximizing participation of qualified suppliers, Humana has the opportunity to work with more than 800 diverse groups.

Our diverse suppliers include the following business classifications: African American, Asian-Indian American, Asian-Pacific American, Hispanic American, Native American, and individuals found to be disadvantaged under Small Business Administration (SBA) guidelines, both socially and economically.

### Engaging our diverse supplier professionals

Humana has continued to stay engaged with key national councils advocating supply chain diversity and inclusion through conference participation and council committee involvement. These engagements positioned Humana to be able to support contract compliance, identify new and valuable talent, create supplier partnerships, and promote company branding. In addition, involvement with these organizations also affords us the opportunity



*Supplier Diversity: a process of integrating diverse businesses into an organization's procurement strategy.*

to extend initiatives of health & well-being to our supply chain and to position Humana as a leader in corporate social responsibility.

We've retained corporate memberships and participate in annual business conferences with the following organizations:

- **Women's Business Enterprise National Council (WBENC)** — Third-party certifier of businesses owned, controlled, and operated by women in the United States
- **United States Business Leadership Network (USBLN)** — Third-party certifier of businesses owned, controlled, and operated by persons with disabilities in the United States
- **National Minority Supplier Development Council (NMSDC)** — Third-party certifier of businesses owned, controlled, and operated by minorities in the United States
- **National Gay & Lesbian Chamber of Commerce (NGLCC)** — Third-party certifier of businesses owned, controlled, and operated by Lesbian, Gay, Bi-sexual, Transgender in the United States

In 2015, Humana's Supplier Diversity team participated in many outreach initiatives, including "walk 'n' talks" with the National Gay & Lesbian Chamber of Commerce. In addition to supporting Humana's well-being goals, the annual "walk 'n' talks" are opportunities to meet with suppliers during a light stroll and discuss possible opportunities to do business together.

More than 93 percent of participants indicated satisfaction with the event over the last two years.

Embracing the spirit of inclusion while maintaining high-performance expectations, Humana's supplier diversity program strives to nurture and develop our diverse supplier base while optimizing service, quality and cost.

Businesses interested in getting involved with Humana's diverse suppliers should visit **[Humana.com/Suppliers](https://www.humana.com/Suppliers)**, click "Supplier Portal," and fill out the registration form. ▢

# COMMUNITY INTEGRATION

## Associate Groups

Humana has organized and supported internal associate groups that help drive our inclusive culture in all corners of the enterprise, as well as helped us work toward achieving our Bold Goal of helping our communities be 20 percent healthier by 2020.

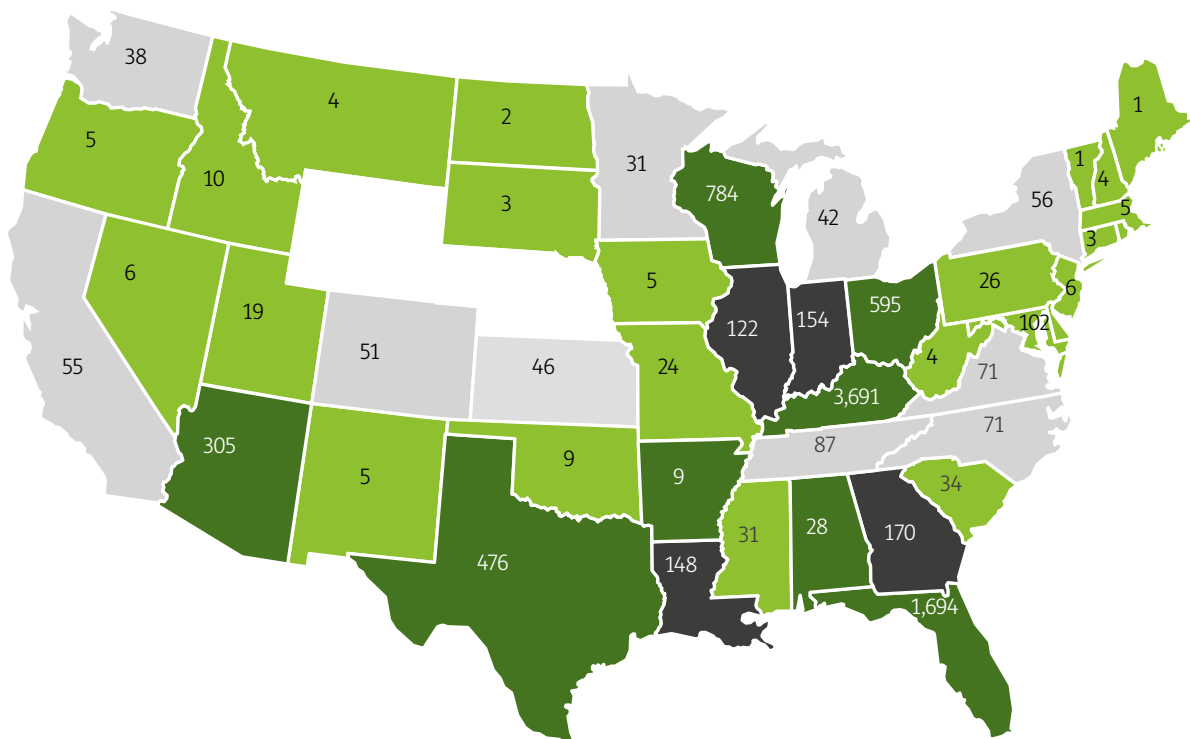
Each of our associate groups serves a purpose.

## Network Resource Groups

In 2015, Network Resource Group (NRG) members donated at least 6,421 volunteer hours, improving communities across the country. Using Humana's annual "Engagement Survey," associates who are members of at least one Network Resource Group have an engagement score of 4.23, versus 4.21 for the Humana enterprise. They were more likely to be proud to work for Humana, and see the connection between their work and Humana's Bold Goal. NRG engagement substantially helps Humana's overall engagement level.



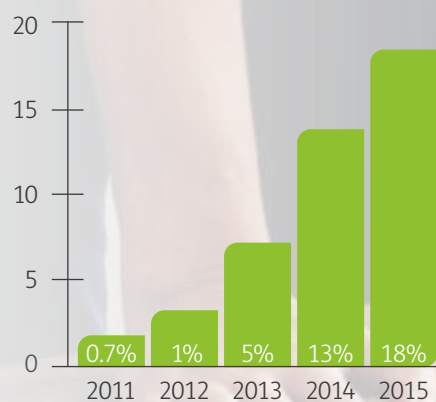
## NRG Population





# NRGs BY THE NUMBERS

## NRG membership growth



## NRG members by gender

Women: 85%  
Men: 16%

## NRG members by race

White	58%
Black or African American	24%
Hispanic or Latino	9%
Asian/Pacific Islander	4%
Two or More Races	4%
Native American and Other	1%

## NRG members by age

Younger than 25	2%
25 – 34	27%
35 – 44	33%
45 – 54	25%
55 +	14%

\*Note: Rounded percentages may not always add up to an even 100 percent.

CAREGIVERS • HAPI • IMPACT • PRIDE • UNIDOS • VETERANS • WOMEN

## CAREGIVERS NETWORK RESOURCE GROUP

Launched: Oct. 2011

**Mission:** To foster a supportive and inclusive environment that will serve as a voice to guide and shape Humana's understanding and efforts related to the health of caregiver associates, marketplace initiatives and community impact.

### NRG leaders

Executive sponsors:

- John Kerekes, Enterprise Vice President
- Pattie Dale Tye, Segment Vice President

### Membership

2014 total: 452

**2015 total: 650**

Engagement score: 4.20 out of 5

### 2015 accomplishments

- Co-sponsored a Development Acceleration Program (DAP) session with Customer Experience Center of Excellence led by Vice President Jon Kerekes, focusing on how Humana can better serve caregivers. Three teams of high-potential Humana associates submitted a multi-faceted solution design to improve interaction between caregivers, providers and Humana. Throughout the program, the CNRG supported the participants' activities and gave insight into the life of caregivers in order to improve the teams' solutions. Learn more about DAP in "[Inclusion excellence.](#)"
- Collaborated with the Innovations team on three business solutions for caregivers.
- Provided a voice of feedback in the development of a prototype Caregiver App.
- Humana President and CEO Bruce Broussard joined the CNRG during National Caregiver Month in a video showing support for the cause.
- Continued to refine and perfect communication techniques to its membership through newsletter and internal communication tools.

## HAPI, HUMANA'S ASIAN/PACIFIC ISLANDER NETWORK RESOURCE GROUP

Launched: May 2015

**Mission:** To create understanding and appreciation of Asian/Pacific Islanders, cultivate new knowledge and skills, celebrate differences within organization, and contribute to Humana's Mission and Values.

### NRG leaders

Executive sponsors:

- Brian LeClaire, Senior Vice President & Chief Information Officer
- Vipin Gopal, Enterprise Vice President in Clinical Analytics

### Membership

**2015 total: 341**

Engagement score: 4.21 out of 5

### 2015 accomplishments

- HAPI launched in May 2015, just in time for Asian-Pacific American Heritage Month
- Exceeded its first-year membership goal by more than 40 percent
- Introduced itself to Humana associates by participating in various Inclusion & Diversity Days, which are dedicated celebrations of diversity
- Launched an ambassador program in which more than a dozen locations across the country are represented to cultivate an inclusive workplace
- Partnered with Human Capital Analytics, the Hispanic NRG Unidos and the Women's NRG to host a session on Talent Management

## IMPACT, HUMANA'S AFRICAN-AMERICAN NETWORK RESOURCE GROUP

Launched: March 2010

**Mission:** To leverage our African-American associates' experience and culture to drive innovation and business outcomes, build associates' capability and create value in the community.

### IMPACT stands for:

Investing in the well-being of our communities

Maintaining excellence

Preparing Humana's future leaders

Achieving success

Creating opportunities

Transforming the marketplace

### NRG leaders

Executive sponsors:

- John Brown, Segment Vice President in Retail Service Operations
- Steve McCulley, Senior Vice President in Medicare Operations

### Membership

2014 total: 909

**2015 total: 1,390**

Engagement Score: 4.12 out of 5

### 2015 accomplishments

- Worked with the Bold Goal team to support the Mississippi in the Bold Goal initiative of making communities 20 percent healthier by 2020. IMPACT was on "ground zero" in Natchez, Mississippi to meet the citizens and hear their stories.
- Hosted 28 ambassador-led events in seven markets, engaging associates across the country.
- Members logged more than 5,000 volunteer hours to help the communities in which we live and serve.
- Results from volunteering in the Every1Reads Program in Louisville showed vast improvement in students' reading and cognitive abilities.

**PRIDE, HUMANA'S  
LESBIAN, GAY,  
BISEXUAL,  
TRANSGENDER  
NETWORK RESOURCE  
GROUP**

Launched: March 2011

**Mission:** To shape an inclusive world – in and outside of Humana – where all people, regardless of sexual orientation or gender identity, are celebrated and treated equally. Pride is a voluntary, self-driven group of lesbian, gay, bisexual, transgender and ally associates from across the organization.

**NRG leaders**

Executive sponsors:

- Tim Huval, Senior Vice President and Chief HR Officer
- Chris Todoroff, Senior Vice President Legal Administration

**Membership**

2014 total: 946

**2015 total: 983**

Engagement score: 4.21 out of 5

**2015 accomplishments**

- Partnered with the HumanaVitality 100 Day Dash team to sponsor an enterprise-wide Pride NRG Summer Wellness Challenge. The partnership focused on data and engagement to showcase the importance of integrating Inclusion and Diversity into our Well-being initiatives. Pride walking teams walked a total of 71,723,194 steps during the challenge.
- Hosted nine speaker series during the 100 days, which totaled 575 attendees.
- Sponsored volunteer events totaling 1,644 volunteer hours.
- Participated in six pride parades across the country, with more than 500 participants total.

## UNIDOS, HUMANA'S HISPANIC NETWORK RESOURCE GROUP

Launched: July 2010

**Mission:** To support a positive and inclusive environment that leverages our Hispanic associates' experience and culture to drive innovation and business outcomes, build associate engagement and create value in our internal and external community.

### NRG leaders

Executive sponsors:

- Beth Bierbower, Group Segment President
- Daríel Quintana, Care Del Vice President

### Membership

2014 total: 481

**2015 total: 814**

Engagement Score: 4.32 out of 5

### 2015 accomplishments

- Developed a computer-based training (CBT) module for all associates on Hispanic Cultural Competency. The course allows associates to learn more about Hispanic members, their culture and how we can better serve them at Humana.
- Volunteered and helped renovate La Casita Center, a Hispanic-based community organization providing shelter and resources for battered and abused women.
- Empowered associates with knowledge through a business and consumer lecture series, since healthcare is a multifaceted and complex system. The NRG developed a curriculum connecting the dots between segments, drawing a big picture of what is the health-payer system.
- Created an associate-driven cookbook tailored to promote healthy Hispanic cuisine. This included 40 culturally relevant recipes and healthy eating tips.

**VETERANS NETWORK  
RESOURCE GROUP**

Launched: April 2012

**Mission:** To build awareness and support of Veterans and their families as associates, Humana members and community citizens.

**NRG leaders**

Executive sponsors:

- Heidi Margulis, Senior Vice President Corporate Affairs
- Dr. Worthe Holt, Vice President, Office of the Chief Medical Officer

**Membership**

2014 total: 617

**2015 total: 882**

Engagement score: 4.23 out of 5

**2015 accomplishments**

- Partnered with the veterans group at Lexmark International, Inc. to sponsor the annual Mountain Marathon. In February, about 350 participants walked or jogged up 25 flights of stairs in a friendly race. The event encourages fitness and allows veterans to network. Proceeds of more than \$1,500 were donated to USA Cares.
- By connecting their needs and values with the business, the Veterans NRG helped get Humana in the 2015 “Best for Vets” Employer list by MilitaryTimes for the second year in a row.
- Celebrated Veterans Day in Kentucky, Florida, Arizona, Ohio and Wisconsin.

## WOMEN'S NETWORK RESOURCE GROUP

Launched: July 2013

**Mission:** To provide avenues for women to realize their full potential by offering opportunities for personal and professional development, and therefore promoting women in our organization, the community and the markets we serve.

### NRG leaders

Executive sponsors:

- Beth Bierbower, Group Segment President
- Marsden Connolly, Segment Vice President and President of Clinical Care Service

### Membership

2014 total: 4,392

**2015 total: 5,585**

Engagement score: 4.24 out of 5

### 2015 accomplishments

- With women accounting for more than 74 percent of Humana's total associate population, the WNRG focused on providing exceptional development opportunities in 2015 including a popular mentoring program for personalized support.
- Partnered with IT to create a Women in Technology chapter.
- Facilitated a Mentoring Program with more than 60 mentors and 450 mentees.
- Provided forums for sharing ideas and facilitating group or individual discovery through a SheShares Program.
- Contributed to achieving the Bold Goal by partnering with the American Heart Association during Heart Health Month's American Heart Walk in Louisville, providing educational opportunities during Cervical Cancer Awareness Month in February, and sponsoring Breast Cancer Awareness Month activities in October, including screenings and more than 25 events across the enterprise.
- Sponsored Women's History Month activities, events, discussions and recognition in March.
- Formed work-at-home chapter.



## Executive Inclusion & Diversity Council

Launched in 2014, the Executive I&D Council is led by Humana President and CEO Bruce Broussard. Bruce, along with more than 20 driven and diverse leaders from across the enterprise, are committed to growing and developing inclusion and diversity in the workplace, marketplace and community.

The purpose of the council is to create and execute key inclusion and diversity initiatives that enable Humana to deliver on the overall business strategy of developing culture, key talent and achieving our Bold Goal.

### ACCOMPLISHMENTS IN 2015 INCLUDE:

#### Workplace: co-chaired by Alan Wheatley, Retail Segment President

- The council created a Diverse Talent Pipeline Accelerator, which requires a diverse slate of candidates for any open director-level position and includes a dedicated diversity recruiter.

**The goal:** Increase representation of people of color at the director level from 15 percent to 25 percent, and increase representation of women from 45 percent to 55 percent by 2020. To supplement this goal, the council also developed an initiative to increase the retention of its diverse talent pipeline and to increase the internal vs. external hiring rate.

- Continue to build an inclusive culture by creating awareness platforms for leadership, expanding Network Resource Groups' (NRGs) reach and communication and supporting I&D events throughout the year.

**The goal:** Using the Inclusion Index in the all-associate Engagement Survey, see a higher rate of inclusion versus exclusion at all levels of the company, while working to ensure there were no differences in inclusion or exclusion based on any type of diversity factor.

#### Marketplace: co-chaired by Dr. Jaewon Ryu, President of the Care Delivery Organization

- In order to improve the health of diverse communities, we need to get to know them better. This committee looked at race/ethnicity, gender and language to better understand whether the provider demographic matched the member demographic, the goal being a better health outcome. They found the coordination of member and provider languages provides the

greatest benefit to health outcomes, but all areas of concordance can enhance member satisfaction.

**The goal:** Increase the coordination of member and provider languages within our Bold Goal Markets from 50 percent to 55 percent within 12 months and provide easy access of language data for members and associates.

#### Community: co-chaired by Kathy Minx, Service Vice President – Humana Behavioral Health

- Create community outreach councils composed of our NRG members supported by volunteerism and the Bold Goal structure, focusing on Louisville, San Antonio and Green Bay to start.

**The goal:** Increase the membership of Network Resource Groups (NRGs), continue educating leaders and associates on the value of NRGs, and generate educational and volunteer opportunities for Humana associates to help with activities such as resume-writing workshops, interview skills, dressing for success, food and clothing drives and some basic health screenings. ▣



## Local Inclusion & Diversity Councils

Inclusion & Diversity Council members help implement Humana's I&D strategy at their locations. These associates use their expertise about the culture at their locations to help build a more inclusive workplace.

Local I&D Council members are change agents – leading celebrations of diversity, educating colleagues about the value of inclusion and diversity, and planning innovative ways to foster greater inclusion, stronger engagement and a deeper sense of belonging. These councils often plan annual I&D Days – celebrations of diversity in our offices. Local councils are located in these cities across the country:

## Community outreach

Humana has a long-standing commitment to helping the communities we serve through community partnerships, volunteerism and donations. Partners include the YMCA Chestnut Street Black Achievers and Cincinnati Black & Latino Achievers, Habitat for Humanity, Project B.U.I.L.D. (Business United in Leadership Development), National Council of La Raza (NCLR) and many more.

### YMCA Black Achievers

Humana carefully selects a few associates to represent us as Adult Black Achievers. They dedicate themselves to being exemplary role models for African-American youth and inspire others with their commitment to community service. We congratulate the 2015-16 YMCA Chestnut Street Adult Black Achievers from Humana:

- Cedric Owens, Clinical Advisor Pharmacist, Humana Pharmacy Solutions
- Gwendolyn Doyle-Howard, Medicare Enrollment Operations Manager
- Wesley Williams, Consultant, Retail Service Operations

And our Cincinnati Black & Latino Adult Black Achievers:

- Wanda Strong, Customer Care Specialist, Commercial Call Operations
- Sean Bostic, Healthcare Finder
- Rachel Estell, Frontline Leader, Humana Pharmacy
- Kisha Willis, Frontline Leader, Humana Pharmacy



The Office of  
**Inclusion & Diversity**

*Making connections, building trust, improving health.*

### COMMUNITY PARTNERSHIPS:

Atlanta, GA  
Buckeye, AZ  
Cincinnati, OH  
Glendale, AZ  
Green Bay, WI  
Louisville, KY  
Tampa, FL  
Tempe, AZ  
Springdale, OH  
West Chester, OH  
Irving, TX

### Giving from the Office of Inclusion & Diversity

The Office of Inclusion & Diversity donates from its department to various organizations and charities every year. In 2015, the amount given totaled approximately \$91,000. A few receiving groups include:

- Integrating Women in Leadership, Inc.
- Executive Leadership Council
- Catalyst
- National Society of Hispanic MBAs
- 100 Black Men of Louisville

Leaders of the Network Resource Groups decide how they want to use their budgets to best benefit their members and the communities we serve. In 2015, the seven NRGs used more than \$100,000 toward improving the lives of those diverse communities. ▣



### COMMUNITY PARTNERSHIPS:

100 Black Men of Louisville • 828 Foundation • Asia Institute Crane House • Business Diversity Network • Business Professional Women of River City • Catalyst • Executive Leadership Council • Greater Louisville International Professionals • Hispanic Latino Business Council • International Women's Media Foundation • Integrating Women in Leadership • Just Fund Kentucky • Kentuckiana Gay Pride • Kentucky Center for African-American Heritage • Kentucky Human Rights Commission • Leadership Louisville Foundation • Louisville Central Community Center • Louisville's Urban League • National Minority Supplier Diversity Council • St. Pete/Tampa Gay Pride • Tri-State Minority Supplier Diversity Development Council • Women4Women • Women's Business Enterprise Council • Women Influencing Louisville

# COMMUNICATION & SOCIAL CONSCIOUSNESS

---



*We aim to build awareness and social consciousness through the credible Office of Inclusion & Diversity brand.*



Communication and cultural barriers affect health outcomes. To improve communication and interaction with all associates, we aim to build awareness and social consciousness through the credible Office of Inclusion & Diversity brand.

The Office of I&D uses Humana communication channels, the Network Resource Groups, and Local and Executive I&D Councils to communicate to its associate population around important issues and topics.

## **Influencing the conversation**

We provide guidance to all of Humana's professional communicators around a few key areas:

- Language and phrasing
- Imagery
- Subject matter

With the goal of bringing in diverse topics and using inclusive language and images, Humana associates are consistently exposed to a culture that appreciates everyone — no matter their culture, background, sexual orientation, gender identity, race, religion, military status or sex.

We leverage Inclusion & Diversity events across the country and improve our associates' consciousness around important issues to raise awareness about how Diversity of Thought creates richer business outcomes, and how an inclusive culture cultivates each associate so they live happy, productive lives with Humana. ■



US

# INCLUSION EXCELLENCE

Humana provides best practices and tools for personal development and overall excellent cultural inclusiveness within the workplace. Using educational tools, learning techniques and cultural awareness, we can mold a work environment that best suits the needs of everyone, no matter their cultural background or personal story.

## Inclusion Toolbox

Humana understands the importance of offering training to our associates about inclusion and diversity topics that affect them every day. We provide an Inclusion Toolbox that aims to educate on biases and beliefs, differences and similarities of generations in the workplace, and leveraging differences to create value.

Humana provides development opportunities for all its associates. Two programs focus specifically on diverse talent. They are Development Acceleration and Women in Leadership programs. Read on to learn more about them. ▣



Jennifer Medley ◦ Inclusion & Diversity

*We can mold a work environment that best suits the needs of everyone.*



Stacy Brooks ◦ Executive Leadership Consultant

## Leadership development

### Development Acceleration Program

Humana's Development Acceleration Program (DAP), led by Executive Leadership Consultant Stacy Brooks, is designed to further build the capabilities of diverse talent within Humana. DAP provides the organization with a pipeline of diverse professionals ready to assume a higher level of leadership within the company.

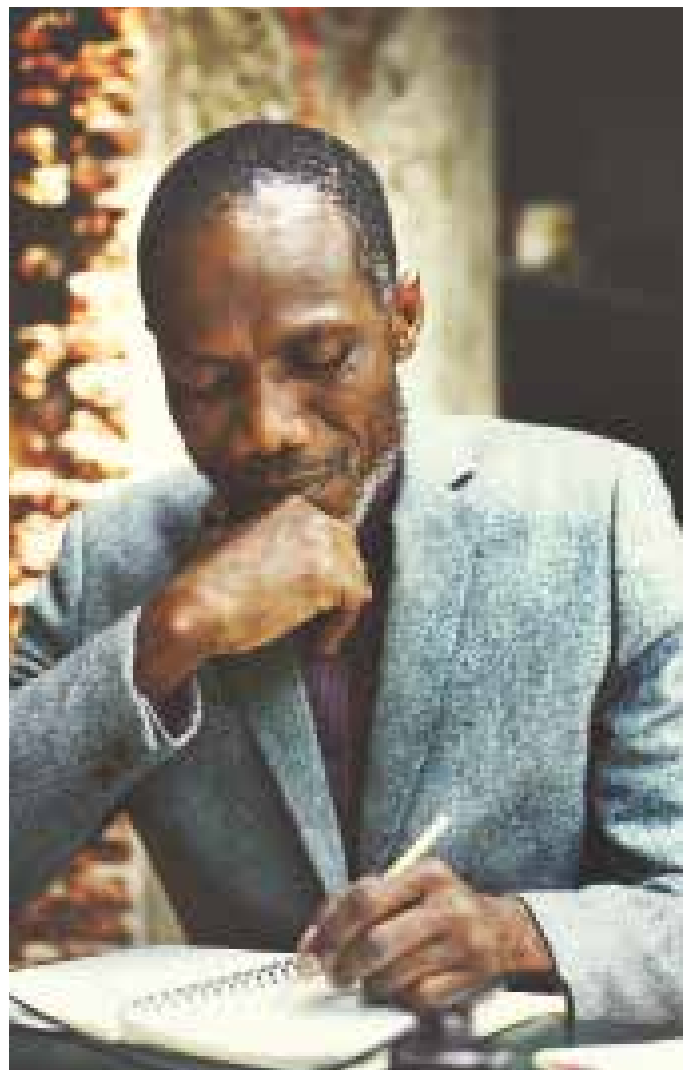
The goal of DAP is to cultivate diverse professionals through an introduction to senior leaders and intense exposure to thought leadership. DAP participants leverage the thought leadership in cross-functional teams to solve real business challenges. They are guided by executive sponsors who serve as coaches and subject-matter experts.

An executive sponsor is identified from any part of the enterprise and poses a need for which participant teams must find a solution. As a result of the Development Acceleration Program, participants:

- Build a pipeline of diverse professionals ready to assume a higher level of leadership within the enterprise
- Create cross-functional opportunities for sustained career growth across Humana
- Expose leaders to Humana's leadership framework
- Develop a deeper understanding of the business opportunities that move Humana forward
- Innovate swiftly through collaboration, culminating in meaningful ideas that are ready to implement

This year, an idea created by a DAP team is being explored for use in the business. The business wants to bridge the gap between physicians and caregivers. Physicians have a minimum amount of approved continuing medical education (CME) credits they must earn to keep their certifications, so Humana's Clinical Best Practices team is going to create accredited learning courses that will cover the unique needs of caregivers. The solution bridges the gap, while offering physicians an incentive to learn more about the experiences of caregivers. The idea of Humana's DAP participants can be credited.

Learn what the future holds for DAP in ["Diversity next practices."](#) ▣





# WORKING TO CLOSE THE GENDER GAP


US

### Women in Leadership & Thrive Here

In 2015, Humana made great progress toward having gender balance at the director level, hitting 46 percent of our 50 percent goal. Hitting the target is good for business, according to a recent report — Is Gender Diversity Profitable? Evidence from a Global Survey — from the Peterson Institute for International Economics.

Several efforts across the enterprise contributed to that advance.

The Executive Leadership team focused its Women in Leadership (WIL) strategy on making Humana the best place for women's well-being. Executive sponsor Beth Bierbower, Group Segment President, helped drive accountability and visibility for initiatives and successes. A Sponsorship Program pilot paired four high-potential women with influential leaders in the company.

Leaders of WIL, spearheaded by Humana's Executive Leadership team, debuted a new pilot program called Thrive Here, which included gender-neutral content and focused on well-being. Learn more about what's to come of Thrive Here in "[Diversity next practices.](#)" 

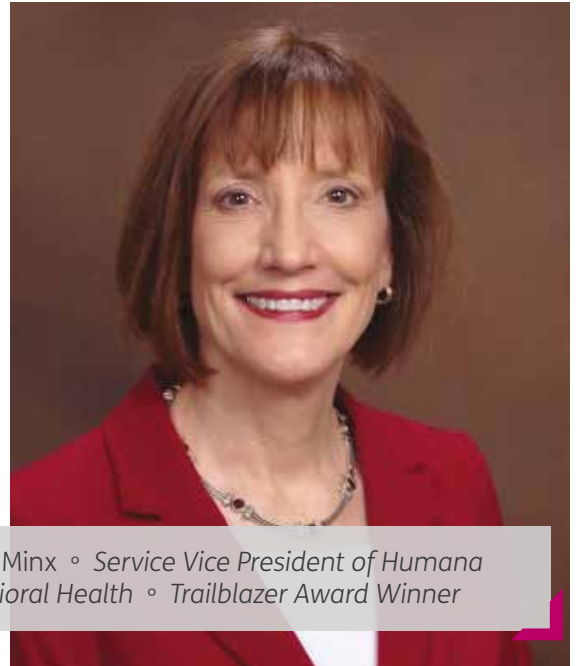
### 2015 Trailblazer and SOAR awards

Humana offers two annual awards recognizing amazing women within the company who strive to enable others to succeed.

We congratulate:

Trailblazer Award: Kathy Minx, Humana Behavioral Health Service Vice President.

SOAR Award: Paula Stankevitz, Provider Payment Integrity Manager.



Kathy Minx ◦ Service Vice President of Humana Behavioral Health ◦ Trailblazer Award Winner

*Gender balance isn't just the right thing to do; it's good for business.*

# DIVERSITY NEXT PRACTICES

---

The Office of Inclusion & Diversity strives to base its best practices on strategic thinking.

We research local and global trends through cutting-edge tactics of futurism, consciousness, technology and cultural shifts to learn how we can best support the workplace, marketplace, and community. The Office of I&D leverages the expertise of a few external partners such as DiversityInc, the Human Rights Campaign Foundation's "Corporate Equality Index," the Hispanic Association on Corporate Responsibility, and Catalyst to ensure we're on track.

Some future hot topics that are on our radar:

## Demographic shifts and the diversity explosion

By 2044, minorities will be the new majority. What will that mean for our talent pipeline and service to our members?

## Humana's Bold Goal

Humana's Bold Goal is to make the communities we serve 20 percent healthier by 2020 by making health improvements easier to achieve for all of our members within the communities we serve. We continue to look for ways in which we can help our members achieve their best health.

## Introverts vs. extroverts

In a world seemingly built for extroverts, we must cultivate an environment that allows everyone the opportunity for success.

## Inclusion & Diversity goes mobile

Humana associates can anticipate a mobile app coming Q2 2016.

## Network Resource Groups influencing social media

Network Resource Group leaders are training to become Humana Advocates and content providers, so the voices of those with unique health needs can be better heard.

## Thrive Here Program aims for gender balance

The Women in Leadership 2016 strategy includes a new program built for both genders to be balanced and inclusive. It's called Thrive Here.

## DAP and advancing women of color

Research shows that women of color have the hardest time advancing above the management level, so the Development Acceleration program (DAP) looks to enhance its reach to that demographic of associates. ■

# THANK YOU

## The Office of Inclusion & Diversity Team

A.J. Hubbard, Director  
 Diane Bailey-Boulet, Program Manager  
 Tracy Goodwin, Network Resource Group Program Manager  
 Sarah Klarer, Communications & Marketing Consultant  
 Jennifer Medley, Learning & Development Consultant  
 Rhonda Plunkett, Policy & Compliance Consultant  
 Spring Sloan, Coordinator

## And our partners

---

### Leaders of our Network Resource Groups

#### Executive I&D Council members

#### Local I&D Council leads

Aaron Evans, Human Capital Analytics  
 Adam Day, I&D Catalyst  
 Adam Newbold, Strategic HR Systems  
 Amin Kassem, Habitat for Humanity  
 Ava Martin, Habitat for Humanity  
 Barry Smith, HR Digital Design  
 Bobbie Binggeli, Habitat for Humanity  
 Breck Thomas-Ross, Corporate Communications  
 Bruce Broussard, President & CEO  
 Carey Cockrum, Marketing  
 Charles Mauzy, Associate Communications  
 Chris K. Bruewer, Humana Pharmacy  
 Chuck Kiefer, Habitat for Humanity  
 Chuck Sgro, Habitat for Humanity Leader  
 Corey Blakey, Sr. Products  
 Daisy Logan, I&D Intern  
 Darrell Bramer, Habitat for Humanity  
 David Best, Military Recruiting  
 Devin Turner, I&D Catalyst  
 Dominic Bosco, Habitat for Humanity  
 Elishia Durrett, CareHub  
 Erin Carter, Retail Service Operations  
 Gary Couch, Marketing  
 Gene Burshteyn, Habitat for Humanity  
 Geoff Spalding, HR Digital Design  
 Greg Carter, Humana Foundation  
 Jack Yost, HR Shared Solutions  
 James Kern, Habitat for Humanity  
 James Lively, Habitat for Humanity  
 James Reece, Habitat for Humanity  
 Jamie Claybrooke, Habitat for Humanity  
 Jennifer Coleman, Dual Eligible & Medicaid Programs  
 Jennifer Parsons Kerr, Habitat for Humanity  
 Jerry Boehlein, Habitat for Humanity

Jessica Farquhar, Leadership Excellence, WIL  
 Jim Nichols, Associate Communications  
 John Schilb, Habitat for Humanity  
 Jonathan Slayton, Habitat for Humanity  
 Josh Martin, Habitat for Humanity  
 Kevin Stakelum, Talent Acquisition  
 Kim Huston, Marketing  
 Kyle Spalding, Associate Communications  
 Latisha Schmitt, IT I&D Culture Lead  
 Leah Tate, Associate Communications  
 Leslie Clements, Humana Volunteers  
 Lisa Lucas Ahmann, Associate Communications  
 Mark Barnett, Habitat for Humanity  
 Mark Lieberfreund, Habitat for Humanity  
 Mark Lindsay, Habitat for Humanity  
 Meg Adams, Associate Communications  
 Mike Boughey, Habitat for Humanity  
 Mitchell Evans, Medicaid Strategy & Business Development  
 MyEsha Calhoun, I&D Catalyst  
 Nikki Todd, GSO I&D Culture Lead  
 Pat Brotzge, Habitat for Humanity  
 Paul Darst, Human Capital Analytics  
 Paul Nagy, Louisville Bold Goal  
 Paula Parker, Marketing  
 Peggy Kay, Marketing  
 Phanida Bradley, Diversity & Disability Recruiting  
 Remy Noble, Humana Foundation  
 Rob Locke, Louisville Habitat for Humanity  
 Roger Cude, HR Leadership  
 Ron Zellner, Habitat for Humanity  
 Sandra Harper, Supplier Diversity  
 Shannon Seidt, Associate Well-being  
 Stacy Brooks, Leadership Excellence, DAP  
 Tabitha Wells, Habitat for Humanity  
 Tammy Bell, 2015 Habitat for Humanity homeowner  
 Tim Huval, Chief Human Resources Officer  
 Tommy Arnold, Feast on Equality Founder



**Humana**<sup>®</sup>

GCHJKZQEN