



Humana®

2019 INCLUSION AND DIVERSITY REPORT



Whether you're a Humana member or an associate, being treated like a human is just better for your health

**That's why we deliver a more human way to healthcare**

## TABLE OF CONTENTS

### WELCOME

Letter from Bruce.....	4
Everything we do is rooted in our values.....	6
Our approach to inclusion and diversity.....	7
Who we are: Associate demographics.....	9
Our efforts are getting noticed.....	13

### ASSOCIATE EXPERIENCE

#### Our commitment

Pay equity.....	16
Non-discrimination and equal employment opportunity.....	17
Employee Assistance Program and Helping Hands.....	17

#### Our philosophy of human care

Real Talk & Unity Lunches: authentic dialogue.....	18
Check Your Blind Spots bus tour.....	18
Conscious Inclusion.....	18

#### We look to leadership to make celebrating differences part of the Humana culture.....

#### Local Inclusion & Diversity Councils.....

#### Our associates are enabling healthier communities

IMPACT.....	22
Caregivers.....	23
ACCESS.....	24
SALUTE!.....	25
Pride.....	26
Women's.....	28
HAPI.....	29
GenUs.....	30
Unidos.....	31

#### We thrive in a culture of mentorship.....

#### Our Supplier Diversity program ensures broad representation.....

#### We use our talents to lift the community

YMCA Achievers.....	36
Associates help build Metro	
Louisville's 500th Habitat home.....	37
West End School students experiment with STEM.....	37
Humana NRGs connect associates with local veteran organizations.....	38

### THE MEMBER EXPERIENCE

#### Meeting members where they are.....

#### Honoring veterans and addressing food insecurity.....

#### Providing LGBTQ resources for members.....

#### Offering caregiver resources for members.....

### THANK YOU

#### Partner acknowledgments.....

#### Join our team.....

# Welcome

FROM BRUCE BROUSSARD

Celebrating diverse backgrounds and creating an environment of inclusion is at the heart of Humana. Our commitment: to ensure Humana's work environment is one in which every associate can bring their whole self to work to do their best work.



As we release our Annual Inclusion & Diversity Report, civil unrest in response to grave injustices floods our already complicated world. Caring for each other and respecting differences is who we are as a company, and we do not tolerate racism or discrimination of any kind. At the core of our values is serving the communities in which we operate. The mission of our company has taken on particular significance in our hometown of Louisville that is reeling from the devastating loss of Breonna Taylor, protests and ensuing tragedies. This is a community that is already suffering the impact of COVID-19. There is a lot of work and healing to do to rebuild physically and emotionally.

We want to do everything we can to help heal our communities and nation, so we've made commitments toward rebuilding. Among our commitments, Humana is donating \$11.5 million focused on rebuilding, relief, equity and inclusion efforts in Louisville. Proceeds will support the health of the community, create greater health equity, and make the company's hometown more inclusive and equitable for all. We also added 160,000 volunteer service hours our associates can use to help revitalize downtown Louisville and communities across the country. We're partnering with local health officials to further the impact of the company's Bold Goal commitment to address and improve the underlying health disparities in Louisville, and we will continue to invest in the upskilling/reskilling of Louisville talent in partnership with other corporate partners.

It's clear that if we're to become a stronger and more peaceful nation, we have much work, and healing, to do. We are learning the importance of listening to understand, learning and, ultimately, acting intentionally to create a more just and equitable world. Amid a national dialogue around race, equity and opportunity—along with the disproportionate health and economic impacts of COVID-19—we need to make it easier to speak up, be vulnerable and stand against racism in any form.

In reflecting on the ways we're advancing inclusion in the workplace, I continue to be impressed by how many associates—more than 31%—participate in our Network Resource Groups (NRGs). IMPACT, Humana's African-American NRG has hosted Courageous Conversation sessions for its members, providing a safe space for open dialogue, sharing experiences and offering a community of support for our associates. Humana's other eight NRGs are offering opportunities to learn how to be a better ally to marginalized communities. With powerful guidance from our Office of Inclusion & Diversity, our leaders have been charged with having conversations about race with their teams. Providing these opportunities to speak up, listen and learn is part of our continued commitment toward creating a culture where everyone feels heard and appreciated for who they are.

We continue to invest heavily in our NRGs and have even earned recognition for our efforts. For example, Unidos recently earned us a place on the prestigious Hispanic Association on Corporate Responsibility's list of Top Companies for Hispanic Inclusion. And our Pride NRG has made significant strides in driving awareness around LGBTQ challenges by developing an Ally Playbook that provides education, tools and resources on how to foster ally growth and inclusive behaviors around the LGBTQ community.

At the same time, we've deepened awareness of our personal biases through Disrupting Bias training. More than 400 of our top leaders have attended workshops, with plans to expand participation throughout 2020. Through the program, I discovered some of my unconscious biases, and because of this, I am taking steps to broaden my perspective in all of my actions.

Expanding diverse representation in our workforce has always been a priority. We are making progress with more women and people of color in leadership roles. Women account for 43% of our senior leaders and people of color account for 16%. This, coupled with targeted recruitment efforts to bring diverse talent to strengthen our capabilities and readiness for the future, reinforces our commitment to diversity and inclusion at every level of the organization.

While our dedication to building an inclusive and diverse workplace has earned Humana recognition, including DiversityInc Top 50, and "Best Place to Work" from the Human Rights Campaign Foundation, we must continue our focus and drive ongoing awareness of how our actions impact all of our stakeholders. With the launch of the CEO I&D Lunch Series, we hope to spark courageous conversations that cultivate a rich, inclusive and diverse environment—here and in the community.

**Diversity of thought allows us to make better and more complete decisions in our daily work and our long-term planning.** I look forward to leaning into the diverse perspectives, beliefs and new ways of thinking to improve the lives of the millions of people we serve.

Bruce Broussard  
President and Chief Executive Officer



## Everything we do is rooted in our values

At Humana, we strive to create an inclusive culture and meaningful work environment where our associates feel welcome and safe to be their true selves. Through Humana’s inclusive environment, we support and encourage our people to maximize their potential and bring their A-game to work every day.

Our values serve as our commitment to each other and provide guardrails for how we show up in our behaviors, decisions and actions.

### **CULTIVATE UNIQUENESS**

Appreciate individual uniqueness, creating an environment where everyone can fully be themselves, reflecting all of us and the communities we serve.

### **RETHINK ROUTINE**

Work and learn together, transforming the norm to strengthen operational excellence and outcomes.

### **INSPIRE HEALTH**

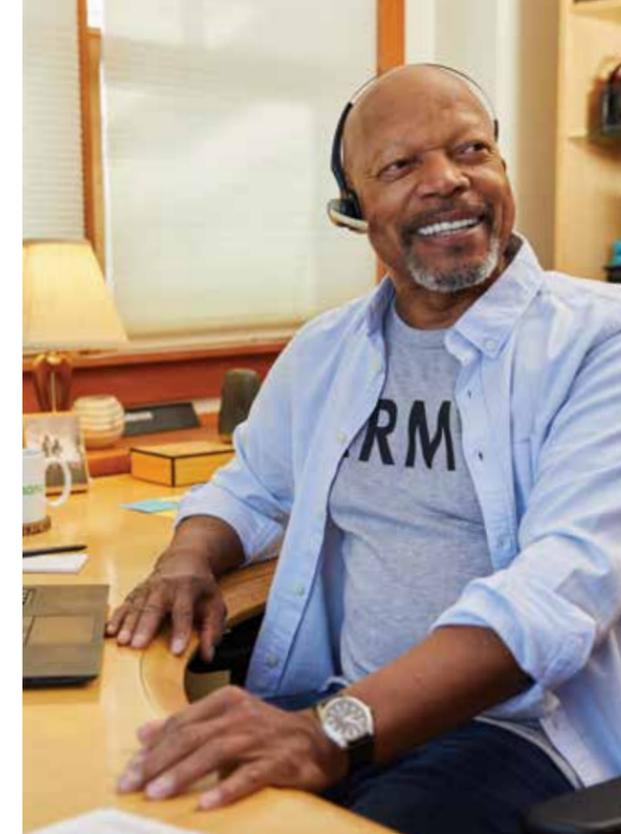
Care for the whole person—emotionally, physically and spiritually, building inspired communities where health and well-being prosper.

### **THRIVE TOGETHER**

Collaborate openly, building positive relationships to achieve strong, sustainable results for us and the people we serve.

### **PIONEER SIMPLICITY**

Take personal accountability, working together to create simple, personalized, quality experiences.



Caring for each other makes it easier to care for our members.

## Our approach to inclusion and diversity

We see the diversity within our own organization as an asset toward the innovation we need to better serve our members. Humana embraces the diversity of the communities we serve, and we reflect that in our commitment to our people.

 **MISSION:** To cultivate a diverse and inclusive culture that is representative of the communities we serve.

-  **STRATEGY:** We enable the innovation, quality and growth that gives Humana a competitive edge.
- Recruit, develop and retain a diverse workforce for the future
  - Cultivate an inclusive culture that drives innovation
  - Drive healthier communities and enrich business performance
  - Develop and leverage external partnerships

Since 2017, Humana has been a signee of the CEO Action for Diversity and Inclusion Pledge, the largest CEO-driven business commitment to advance diversity and inclusion in the workplace. Humana joined the Catalyst CEO Champions For Change in 2019, a transformational diversity and inclusion initiative launched by Catalyst, a global thought leader and partner in accelerating the progress of women at work.

With those commitments in mind, Humana embraces an enterprise approach toward achieving inclusion and diversity goals, with local execution in place.



Championed by the Executive Inclusion & Diversity Council, chaired by President and CEO Bruce Broussard, Humana's associate-led groups like Local Inclusion & Diversity Councils and Network Resource Groups infuse Inclusion & Diversity throughout the enterprise. NRGs provide personal, experience-based forums for exchanging ideas, building community and driving measurable business outcomes in order to help us see through their diverse lens while making business decisions.

**Get to know Humana's nine Network Resource Groups:**

- IMPACT, AFRICAN-AMERICANS
- HAPI, ASIAN/PACIFIC ISLANDERS
- UNIDOS, HISPANICS
- PRIDE, LGBTQ ASSOCIATES & ALLIES
- CAREGIVERS NETWORK RESOURCE GROUP
- SALUTE!, VETERANS
- WOMEN'S NETWORK RESOURCE GROUP
- ACCESS, PEOPLE WITH DISABILITIES
- GENUS, MULTIGENERATIONAL

**THANK YOU**

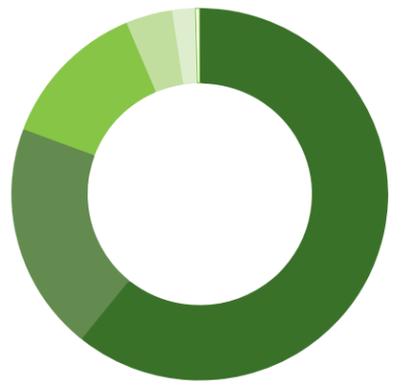
We appreciate you for taking the time to learn more about Inclusion & Diversity at Humana.

**Who we are:  
Associate demographics**

DATA AS OF DEC. 31, 2019

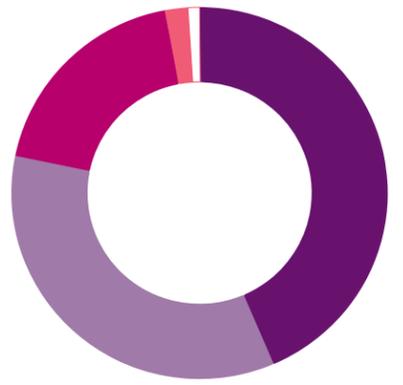


- WHITE **61%**
- BLACK **20%**
- HISPANIC **13%**
- ASIAN/PI AND NATIVE HAWAIIAN **4%**
- 2 OR MORE **2%**
- NATIVE AMERICAN **<1%**



ETHNICITY

- GEN X (1965–1980) **44%**
- MILLENNIAL (1981–1996) **35%**
- BABY BOOMERS (1946–1964) **19%**
- GEN Z (1997+) **2%**
- TRADITIONALISTS (1928–1945) **<1%**



GENERATION

- WOMEN **72%**
- MEN **28%**
- NONBINARY / TRANSGENDER **<1%**

**GENDER IDENTITY:** A person's internal sense of being male, female, some combination of male and female or neither male nor female.

**NONBINARY:** A person who does not identify exclusively as a man or a woman. Nonbinary people may identify as being both a man and a woman, somewhere in between or as falling completely outside these categories.

**TRANSGENDER:** A person whose gender identity differs from the sex the person was assigned at birth.



GENDER IDENTITY

## SELF-IDENTIFICATION

The data is based on self-identification in Workday.

**1,616** veterans in our workplace

**723** people with disabilities

**477** people in the LGBTQ community

## Associate demographics

### PEOPLE OF COLOR



% of associates



% of management



% of senior leaders

### WOMEN



% of associates



% of management



% of senior leaders

## GENERATIONS



### IN MANAGEMENT

- GEN X (1965–1980) **55%**
- MILLENNIAL (1981–1996) **25%**
- BABY BOOMERS (1946–1964) **20%**
- TRADITIONALISTS (1928–1945) **<1%**
- GEN Z (1997+) **0%**



### IN SENIOR LEADERSHIP

- GEN X (1965–1980) **62%**
- BABY BOOMERS (1946–1964) **25%**
- MILLENNIAL (1981–1996) **13%**
- TRADITIONALISTS (1928–1945) **<1%**
- GEN Z (1997+) **0%**

**Humana is committed to having balanced diversity at all levels of the company. In order to achieve this, we must build a pathway for top, diverse talent.** We recruit the best professionals from a wide range of organizations across the country, including Management Leadership for Tomorrow, The Consortium, National Black MBA Association and Prospanica, the Association of Hispanic Professionals.

Humana reaches out to dozens of partners for veteran recruiting, such as the Wounded Warrior Project, United States Army Reserve, Paralyzed Veterans of America, and many more.

We are proud to be recognized as a Military Friendly employer across the board for many years. Most recently, Humana was named a Top 10 Gold-level Military Friendly Employer by VIQTORY Media.

“  
We are creating a healthy and inclusive workplace where associates from every generation feel valued.  
”

**WALTER D. WOODS**

Humana Foundation CEO,  
Co-Executive Sponsor of GenUs,  
multigenerational Network Resource Group





Generation X, those born between 1965 and 1980, has the highest representation at Humana at 44%. Closely behind are Millennials at 35%, followed by 19% Baby Boomers.

In 2018, Humana launched multigenerational Network Resource Group, GenUs, whose members were quickly recruited to provide insight for a Mature Workers Hiring Initiative, committed to hiring older professionals. Our diverse workforce enables the innovation, quality and growth that give Humana a competitive edge. Guided by our Values, specifically Cultivate Uniqueness, we encourage openness of thoughts, opinions and perspectives, and we challenge employees to ensure people are heard and appreciated for who they are. We strive to replace judgment with curiosity, thoughtful questions and listening, and we respect people and encourage sharing of ideas. With these guiding behaviors in place, we celebrate the broadest possible range of diverse cultures, backgrounds, experiences and perspectives.

## Balanced interview panels

Humana is committed to combating unconscious bias, personally and within our policies and practices. In 2019, we implemented balanced interview panels, in which we strategically engage a broad spectrum of interviewers that bring greater diversity and perspective to the interview process. This proven best practice strengthens the candidate experience and hiring of diverse talent, ensuring we get the right talent for any given role, and minimizes the potential for personal blind spots when evaluating candidates. Balanced interview panels enhance experience of interviewees and demonstrate our Humana Values in action.

We are always learning more about our associates to understand their unique needs. We are committed to investing in the associate experience to become an employer of choice.

## Our efforts are getting noticed

We keep ourselves accountable for the success of Inclusion & Diversity at Humana in many ways, and one is our ranking among the top diversity experts in the country.

### DiversityInc: Top 50 Companies for Diversity 2019



In 2019, Humana was named to The DiversityInc list of Top 50 Companies for Diversity, the most rigorous, data-driven analysis of diversity management practices in corporate America. Humana is No. 42 on the list, up from No. 48 last year. Humana also was named the No. 15 company for veterans, No. 22 among companies for diversity councils, and No. 7 for philanthropy.

This extensive annual survey recognizes companies that excel in such areas as hiring, retaining and promoting women, minorities, people with disabilities, LGBTQ and veterans. This year's competition was improved by adding questions that connect talent programs and workplace practices to desired talent results.

### Human Rights Campaign: Best places to work for LGBTQ equality 2019 and 2020



Humana earned a perfect score of 100 in the Human Rights Campaign Foundation's Corporate Equality Index (CEI) in 2019 and 2020. This national benchmarking tool on corporate policies and practices pertinent to lesbian, gay, bisexual, transgender and queer employees. **This is the sixth time Humana has received the honor. The distinction puts Humana among the "Best Places to Work for LGBTQ Equality."**

For 2020, the CEI rating's key pillars were:

- Non-discrimination policies across business entities
- Equitable benefits for LGBTQ workers and their families
- Supporting an inclusive culture and corporate social responsibility

### Hispanic Association for Corporate Responsibility (HACR): 5 Stars in two categories

The HACR Corporate Inclusion Index (HACR CII) takes a comprehensive measurement of the business practices and corporate strategies of participating companies around HACR's four pillars: Employment, Procurement, Philanthropy, and Governance. Humana earned 5 Stars from HACR in two categories:

- 5 Stars – Employment
- 5 Stars – Philanthropy
- 4 Stars – Governance
- 3 Stars – Procurement

The survey is based on years of research and conversations with Fortune 500 companies to evaluate the Hispanic inclusion needs of corporate America and monitor progress over time.

### Humana honored as a 2019 Leading Disability Employer

Humana was named a 2019 NOD Leading Disability Employer, an award given by The National Organization on Disability (NOD) to honor companies that demonstrate exemplary employment practices for people with disabilities. Now in its fourth year, this annual recognition is designed to applaud those organizations that are leading the way in disability hiring and encourage additional companies to tap into the many benefits of hiring talent with disabilities. Those benefits include strong consumer preference for companies that employ individuals with disabilities and greater employee engagement across the workforce.



### Military awards and recognitions



Humana is proud to be recognized as a Military Friendly employer across the board for many years. Most recently, we were named a Top 10 Gold-level Military Friendly Employer by VIQTORY Media.

The 2020 list of organizations considered Military Friendly Employers and “Better for Veterans” distinguishes elite companies who boast the strongest job opportunities, hiring practices and retention programs for transitioning service members seeking civilian employment.

The Top 10 Gold level is VIQTORY Media’s highest award, and Humana placed 5th overall out of 290 companies on the list. This is the ninth time Humana has made the list and the third straight year in the Top 10. Other recognitions include:

- Top Companies for Veterans by DiversityInc in 2018 and 2019
- Top Veteran Friendly Company Award 2019 by U.S. Veteran’s Magazine
- Top 100 Military Friendly Spouse Employer Award for the eighth year in a row by VIQTORY Media
- Top 100 Military Friendly Employer Award for the eighth year in a row by VIQTORY Media
- Best For Vets Employer for the ninth year in a row by Military Times

### Forbes: Best employers for diversity 2019 and 2020

Forbes recognized Humana for cultivating a culture that welcomes and supports all workers. In 2020, we rose to No. 78 on the list after being No. 203 the prior year. The magazine partnered with market research company Statista to create its second annual ranking of America’s Best Employers for Diversity. The list was compiled by surveying 50,000 Americans working for businesses with at least 1,000 employees.



### Bruce Broussard earns Robert F. Kennedy Ripple of Hope Award

Robert F. Kennedy Human Rights celebrated its 2018 Ripple of Hope laureates: 44th President of the United States Barack Obama, Humana CEO Bruce D. Broussard, New Jersey Governor Phil Murphy, and Discovery President and CEO David Zaslav. Laureates were selected for their exceptional work toward a more just and peaceful world.

Bruce was recognized for his work to address barriers to healthcare and leading Humana on its Bold Goal to improve the health of the communities the company serves 20% by 2020 and beyond.

### Black enterprise: Maria Hughes a top executive in corporate diversity

Humana’s Maria Hughes, Senior Vice President and Chief Inclusion and Diversity Officer, was named to BLACK ENTERPRISE’s 2018 Top Executives in Corporate Diversity List.

The list includes “leading professionals who drive innovation, productivity, and profitability by ensuring across-the-board diversity that includes the workforce, leadership, corporate governance and supply chain,” the magazine said.

# Celebrating our differences helps us innovate



Our associates' vast experiences and perceptions—their unique characteristics, backgrounds and beliefs—drive the groundbreaking, strategic thinking that gives Humana its competitive edge in a diverse marketplace. Our approach fosters innovative thinking and creativity, expands insights and generates better business outcomes.

At Humana, we strive to create an inclusive culture and meaningful work environment where our associates feel welcome and safe to be their true selves. Through Humana's inclusive environment, we support and encourage our people to maximize their potential and bring their A-game to work every day.

We see the diversity within our own organization as an asset toward the innovation we need to better serve our members. Humana embraces the diversity of the communities we serve, and we reflect that in our commitment to our people.



The freedom to be authentic and true to themselves means our associates are at their best, most creative and committed every day.

## Our commitment

### Pay equity

**Humana's pay philosophy is designed to motivate and reward our employees for their skill development, demonstration of our values and performance.**

This may include base pay, incentive pay, overtime and other supplemental pay. With the introduction of our Associate Incentive Plan in 2018, all full- and part-time associates now participate in an incentive program at a minimum of 4% of base salary, based on company and individual performance.

We believe pay should be market based, reflect the skills needed for a job, and recognize an associate's contributions.

Additionally, we regularly review our compensation structure to ensure it continues to be competitive and aligned with industry standards. This is conducted by benchmarking our pay to the external market where we compete for talent, and looking internally to ensure associates are paid appropriately when compared to those doing similar work in similar capacities across the company.

### Non-discrimination and equal employment opportunity

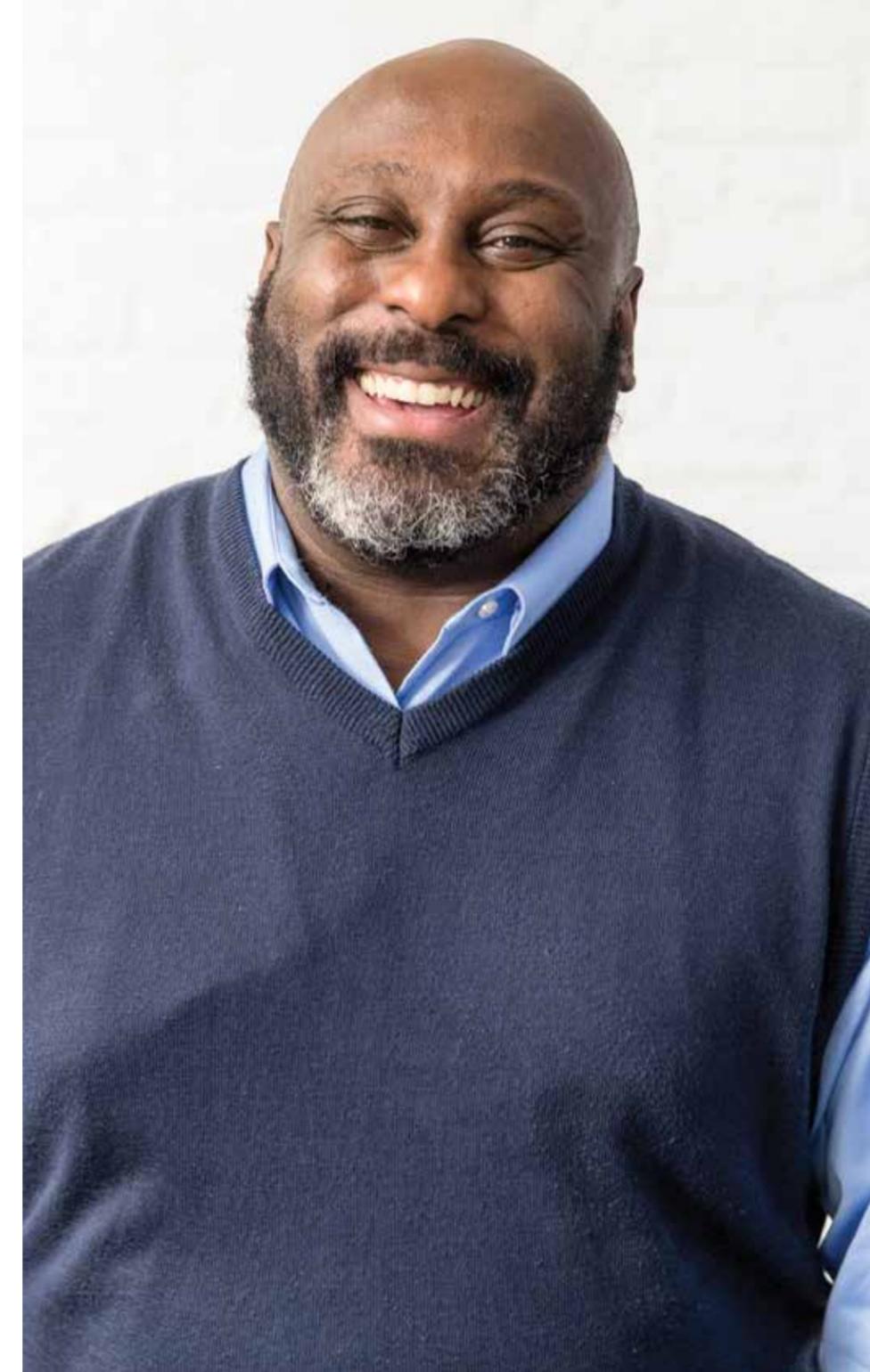
Humana's non-discrimination and equal employment opportunity (EEO) policy states that **we provide equal employment opportunity to all individuals without regard to race, color, religion, sex, national origin, age, sexual orientation, gender identity or expression, disability, veteran status or marital status.** Each of these categories is governed by different laws. Humana associates can contact the self-service group to share concerns 24 hours a day, 7 days a week via phone or email.

### Employee Assistance Program and Helping Hands

Among other offerings, Humana provides an Employee Assistance Program (EAP) to all associates and close family members and friends at no charge, which includes work-life services, individual counseling and emotional support.

Humana realizes that there are times when personal situations may require additional financial support or time away from work. Humana's Helping Hands program provides confidential emergency financial assistance which might include hotel lodging and transportation for Humana associates who face unusual and severe financial strain due to a sudden crisis outside of their control. This often includes a tragic, isolated or unforeseen event such as but not limited to hurricanes, tornadoes and fires.

We recognize that life is unpredictable and understand that the best thing we can do for our employees is be a constant—of support, solidarity and leadership—in whatever life may bring.



## Our philosophy of human care starts with our CEO—and is carried out through our associates' commitment

In 2017, President and CEO Bruce Broussard signed the CEO Action for Diversity & Inclusion Pledge. It is the largest CEO-driven business commitment to advance diversity and inclusion in the workplace, and includes the I Act On pledge for any individual to take.

The first commitment in the CEO Action pledge is to continue to make our workplaces trusting places to have complex, and sometimes difficult, conversations about diversity and inclusion. In support, we created Real Talk in May of last year. Real Talk is an interactive activity available in-person and virtually to all associates, designed to facilitate tough, but important conversations. It puts into perspective the experiences other people are dealing with like veteran issues, invisible disabilities, racial dynamics and LGBTQ experiences.

“One hundred percent of the people say, ‘This makes me extremely nervous,’” Women’s Network Resource Group leader Kathy Eads said. “But 100 percent also said, ‘I have learned so much about the rest of this group.’”

### Check Your Blind Spots: Unconscious bias bus tour

In April 2019, the Check Your Blind Spots unconscious bias tour stop at Humana was a huge success, hosting hundreds of associates and advancing our conversation around inclusion and diversity.

More than 350 people toured the bus, and 336 people took the I Act On pledge to check their own bias, speak up for others and show up for all.

“This was an engaging and fun experience,” said Maria Hughes, SVP and Chief Inclusion and Diversity Officer. “It was great to see the strong turnout and hear the buzz among associates as they toured the displays, used the technology and talked about what they learned. The tour is designed to highlight the biases and blind spots we all have, and to empower all of us to have difficult conversations and learn from one another.” The bus used immersive, interactive technologies, including virtual reality and gamification techniques, to expose participants to the nuances of unconscious bias.

### Conscious Inclusion: Disrupting everyday bias

Following the Check Your Blind Spots bus tour, Humana focused on CEO Action commitment No. 2: Create unconscious bias training for all associates. In 2019, we created a Humana-centric version of unconscious bias training designed to disrupt your everyday bias.

Conscious Inclusion focuses on two attributes that everyone possesses: unconscious bias and blind spots.

**Unconscious bias is relatively automatic associations toward a group, which may be in direct conflict with one’s explicit beliefs and values. This creates blind spots that can narrow your vision of others and potentially influence your behaviors.**

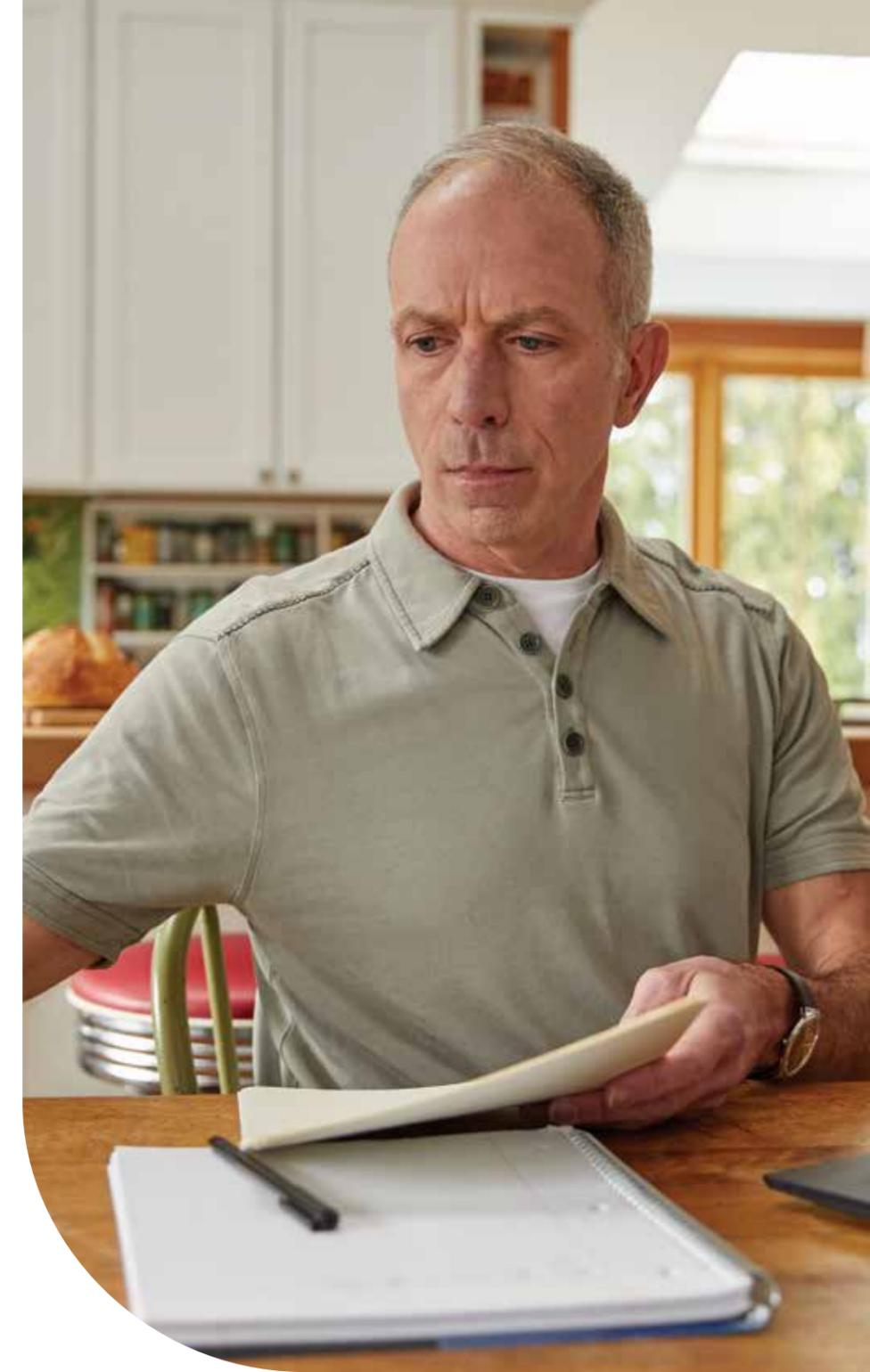
Participants learn the skills necessary to recognize and minimize them, building a trusting environment where all associates feel comfortable and empowered to discuss diversity and inclusion. In May, President and CEO Bruce Broussard and the top 200 leaders participated in the 3.5-hour, facilitated workshop.

The rollout continued through 2019 and into 2020. Skilled associates have been trained to facilitate the workshop, and they are being completed in Humana offices across the country.

“As we continued sharing the workshop, we’re also creating digital learning options so everyone can access the content,” Betty Henriquez, Inclusion & Diversity Lead said.

A senior leader who participated said that it was an “excellent workshop. It far exceeded my expectations—very thought provoking and impactful.”

Associates wishing to take action in disrupting their own unconscious bias and blind spots are provided the tools to get started. They can complete a 30-minute e-learning experience called Invisible Influencers, giving participants more opportunities for conversation on unconscious bias with tools to disrupt it. They can also watch a series of videos explaining a step-by-step guide toward disrupting bias, then complete quizzes to earn rewards.



We look to leadership to make celebrating differences part of the Humana culture



## HUMANA'S EXECUTIVE INCLUSION & DIVERSITY COUNCIL

**BRUCE BROUSSARD**  
President and CEO

**ALAN WHEATLEY**  
Segment President,  
Retail

**BETH BIERBOWER**  
Former President,  
The Edge

**BRIAN KANE**  
Chief Financial Officer

**JODY BILNEY**  
Former Chief  
Consumer Officer

**SAM DESHPANDE**  
Chief Technology  
and Risk Officer

**MARIA HUGHES**  
Sr. VP and Chief  
Diversity Officer

**ROGER CUDE**  
Sr. VP, HR Leadership

**TIM HUVAL**  
Chief Administrative  
Officer

Launched in 2014, the Executive I&D Council is led by Humana President and CEO Bruce Broussard. The council leverages leadership to advance Inclusion & Diversity into the fabric of Humana's culture.

The council has been streamlined and organized into action teams. Each member helps set companywide I&D goals and objectives, while personally advocating and sponsoring a new way of thinking about I&D across the enterprise.

Council members meet with leaders of the associate-led and driven Network Resource Groups, whose personal insight and expertise into diverse communities are heard and accounted for. The council partners to provide a forum to prioritize and advance initiatives, and use their leadership to communicate I&D goals throughout the organization.

The goal of the Executive Inclusion & Diversity Council is to help integrate I&D into the fabric of the organization from the top down. Its top priorities are:

- Hiring, developing and retaining a diverse workforce
- Creating an inclusive workforce
- Improving transparency and accountability to sustain outcomes

The council members clearly link the I&D strategy to the business strategy, and position it to help advance Humana's competitive advantage. This way, everyone understands that I&D is a critical component of our culture transformation and leader expectations.

## Local I&D Councils foster community

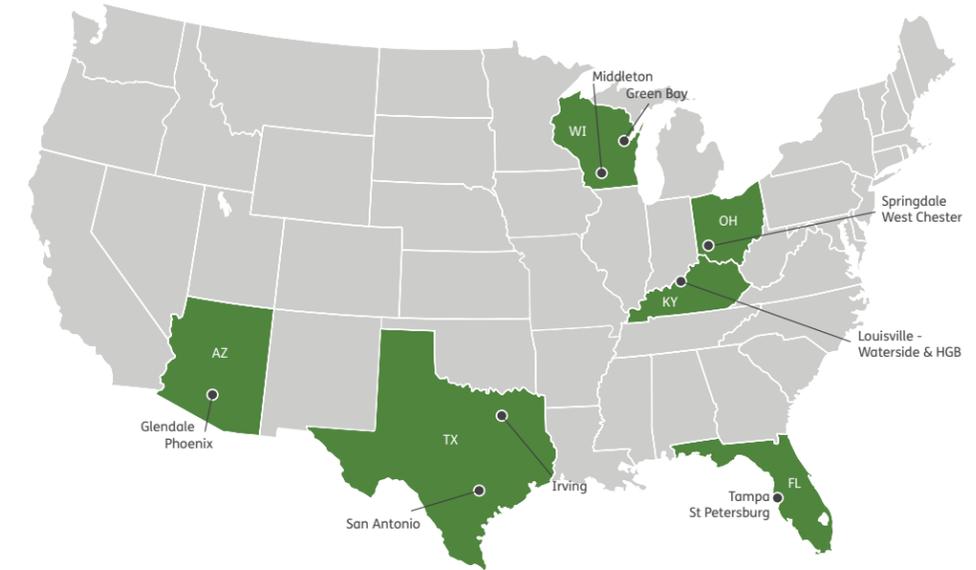
Inclusion & Diversity Council members help implement Humana's I&D strategy at their locations. These associates use their expertise about the culture at their locations to help build a more inclusive workplace.

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.

The local council members are often hands-on with organizing Humana's ever-popular I&D Days. I&D Days are associate-driven days of celebration that create a rich environment for observing our diversity today, while cultivating a more inclusive tomorrow.

Often packed with booths, giveaways and food from around the world, associates take some time to learn more about different cultures at I&D Days. Network Resource Groups are also represented, giving them the opportunity to give associates information about their missions and how to get involved. **Just as each location has a unique mix of cultures, each I&D Day is different.**

Humana uses these days as a way for associates to learn about and grow an appreciation for each other's cultures, building bridges across differences and fostering greater inclusion.



## We encourage personal experience to influence the business

Humana's Network Resource Groups, also called NRGs, provide personal, experience-based forums for exchanging ideas, building community and driving measurable business outcomes in order to help us see through their diverse lens while making business decisions. All NRGs are associate led and associate driven.

Thirty-one percent of Humana associates are members of a Network Resource Group, which are open to all associates. Our NRGs strive to include friends of those groups, also called allies, as participants so they can listen and learn, then bring the takeaways to their work teams as they make business decisions.

NRGs have tremendous power in Humana's business by providing a unique lens that helps us gain a better understanding of our diverse consumer base.

## NRGS BY THE NUMBERS

Humana has nine Network Resource Groups

**13,000+** Associates are members of an NRG—**That's 31% of Humana**

**7,500+** Largest group—Women's NRG

**2010** Launched Humana's first NRG, IMPACT for African-Americans

**2018** Launched its most recent NRG, GenUs for multigenerations

## Our associates are enabling healthier communities

### IMPACT, Humana's African-American NRG, raises awareness for gun violence

For the month of June, IMPACT, Humana's African-American NRG, recognized Gun Violence Awareness Month with wellness walks in Louisville, Green Bay, San Antonio, and Middleton, Wis., as well as a variety of educational events for associates.

Designated in 2013 in New York, Gun Violence Awareness Month aims to raise awareness surrounding the issue of gun violence. IMPACT knew this was an important public health issue for their members and all Humana associates.

"We looked at this from a community health perspective," Angela Fielding, IMPACT NRG leader said. "When we think about wellness, we know that our communities cannot thrive and be well when plagued by gun violence."

"The conversation continues to be one that, while difficult to have, is needed; it's important," Fielding said. "And just hearing the stories that associates shared on our internal social collaboration site is a testament to that."

IMPACT's vision is to leverage our African-American associates' experience and culture to drive innovation and business outcomes, build associates' capability and create value in the community.

### MORE INFO ON IMPACT

- Humana's African-American Network Resource Group
- 26,306 hours of volunteerism
- 2,253 NRG members
- Executive Sponsors: Douglas Edwards, Workplace Experience Senior Vice President, and Charlon McIntosh, Inquiries Process Transformation, Senior Products Vice President

### Caregivers Network Resource Group improves lives of our associates in need

When you're caring for a family member or friend, you need support too. To support associate well-being and the well-being of the families of our associates, Humana offers a benefit for associates who are the primary caregiver for family members experiencing a serious health condition. This benefit helps ensure associates are able to more fully care for their families in times of need while not worrying about the impact on their jobs and finances.

Humana's Caregivers Network Resource Group (CNRG), launched in 2012, aims 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.

When Program Delivery Lead Ashley Weber's parents were both diagnosed with cancer, she joined the CNRG, which offers seven unique support groups for a variety of issues caregivers often face.

**"I started attending the cancer support groups," Ashley said. "I found them to be a welcome reprieve and it was so comforting to hear that others had similar experiences and were still managing to live their lives."**

Humana provides caregiver support to our members, as well. Caregiving for a friend or loved one is not always easy. There may be appointments to schedule, claims to look over, and important decisions to be made. Humana has tools and resources available to help make giving care easier.

**Visit the Caregiver Support Center at [Humana.com](https://www.humana.com).**

### MORE INFO ON CNRG

- Humana's Caregivers Network Resource Group
- 7 support groups offered to associates: Alzheimer's and other dementias, cancer, general caregiver support, grief, mental health disorders, special needs, substance disorders
- 43,575 hours of volunteerism
- 2,253 NRG members
- Executive Sponsors: Healthcare Services Vice President Joe Woods and Chief Marketing Officer Jennifer Bazante



### Can I say that? Disability training cascaded throughout the company

Sometimes, it's hard to know what's OK to say. Being aware of the hundreds of facets of personal experiences in order to avoid hurting other people's feelings can be overwhelming. At Humana, we strive to meet people where they are. We want to cultivate a culture that encourages people to speak up and talk about the tough topics that can arise.

When we approach the world with genuine curiosity and patient understanding, we have the power to build a community where everyone feels they belong.

For people with disabilities, it feels especially important to be sensitive yet inclusive. Humana's Network Resource Group for people with disabilities, ACCESS, recognized this and created an online learning experience for all associates.

Humana also offers an all-encompassing Disability IQ Series for associates and leaders alike, covering etiquette and advancing a disability-inclusive culture, as well as the legal landscape of disability inclusion.

ACCESS is committed to advocating for the inclusion of those impacted by disabilities within Humana and the members we serve. They do this by challenging the status quo and breaking down barriers. Their goal is to equip people with the resources to succeed and live healthy, happy lives.

#### MORE INFO ON ACCESS

- Humana's Network Resource Group for people with disabilities
- Hosted a variety of speakers covering issues like suicide prevention awareness, veterans and amputees, sleep and mental health, and more
- 20,098 hours of volunteerism
- 1,344 NRG members
- Executive Sponsors: Former Chief Consumer Officer Jody Bilney and Senior Vice President, Chief Accounting Officer and Controller Cindy Zipperle

We believe in  
access to all that  
we offer for all of  
our associates.



### SALUTE! helps veterans feel at home at Humana

Humana understands and appreciates the extraordinary commitments veterans have made for our nation. Humana launched the Veterans Hiring Initiative in August 2011. Since then we have hired more than 4,900 veterans and military spouses. The group's objective is to:

- Provide employment and development opportunities to veterans and their spouses
- Meet our talent demands with uniquely qualified military talent that enhances the service provided to our members
- Act as a corporate leader in support of the military and veteran community

Forty-eight percent of veterans indicate their transition was more difficult than expected. In partnership with SALUTE!, the veterans Network Resource Group, Humana offers the Pathfinder program to support and integrate newly hired veterans and their spouses to Humana. Trained volunteers are paired with new hires and facilitate a relationship that allows them to ask questions and gain understanding of Humana's culture.

**Learn more about Humana's commitment to the military at [Humana.com](https://www.humana.com).**





### Pride gives Humana an all-inclusive ally toolkit

The Pride Network Resource Group (NRG), aimed at supporting the well-being of Humana's LGBTQ (lesbian, gay, bisexual, transgender, and queer) associates and allies, introduced an ally toolkit to all associates in October 2018.

In partnership with the Office of Inclusion & Diversity at Humana, the group compiled extensive research from notable groups such as the Human Rights Campaign, PFLAG, various LGBTQ resource centers in universities and many more sources to put as much information as possible at the fingertips of leaders and associates.

The toolkit aims to help educate and bring awareness to promote a healthy and inclusive work environment. It contains information and activities to help people learn how to be allies to the LGBTQ community through inclusive behaviors and actions.

The Pride NRG is committed to shaping an inclusive world—within and outside Humana—where all people, regardless of sexual orientation or gender identity, are celebrated and treated equally.

**Check out the member-focused LGBTQ health page, which Pride helped established, at [Humana.com](https://www.humana.com).**

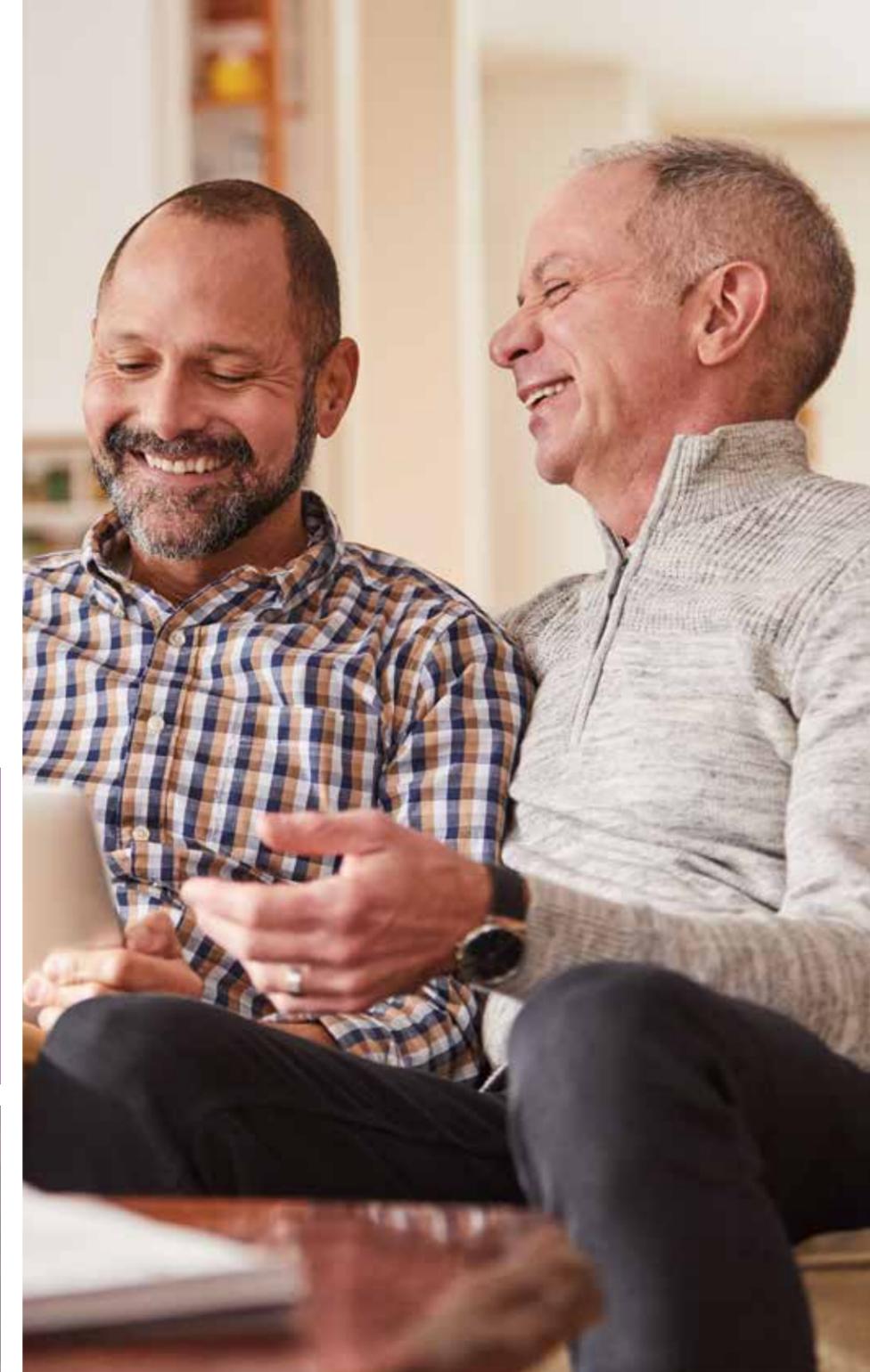
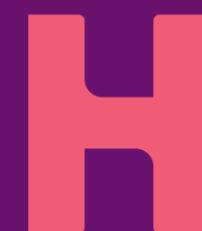
When Humana added gender identity and expression to its non-discrimination and anti-harassment policies, it adopted guidance to support associates who are transgender and/or identify as nonbinary. Humana's Workplace Gender Transition Guidelines, available to all associates, outline a collaborative process that includes the alignment of resources, as well as education and coaching. The goal of the process is to ensure an excellent associate experience and minimize business disruption so everyone can continue their work seamlessly.

Humana also includes same-sex spouses and domestic partners in its domestic leave benefit policy. Associates who need to take time away from work to care for a same-sex spouse or domestic partner are eligible for unpaid, job-protected leave. And the company provides a parental leave benefit which includes same-sex spouses and domestic partners.

#### MORE INFO ON PRIDE

- Humana's LGBTQ and Allies Network Resource Group
- 36,429 hours of volunteerism
- 2,661 NRG members
- Executive Sponsors: Amy Fry, Senior Vice President Corporate Communications, and Kathy Driscoll, Chief Nursing Officer Vice President

We believe all relationships deserve equal protection.





### Women in tech and male advocacy

Humana partners with Catalyst in a pilot program called Men Advocating Real Change (MARC) Teams. MARC Teams actively engages VP- and director-level leaders as change agents. In this program, male leaders conduct “dialogue circles” with a select group of men and women. For the pilot, Humana created eight circles that went through the 12-month experience and provided input to further shape the Catalyst program. Analysis of the pilot with the technology teams has provided impactful insights to allow Humana to scale the program enterprise-wide.

The goal is to empower a group learning strategy for creating inclusive workplaces together. Participants advance the skills necessary to support a climate of inclusion, sharing perspective on ways to reduce bias and identify actions for individual change.

“The MARC Teams initiative creates permission and space to have some very powerful conversations about leadership, bias and company culture,” said Latisha Schmitt, Diversity & Inclusion Lead for Humana’s IT organization. “People are speaking openly, and many express having an increased personal stake in Inclusion & Diversity as they learn from each other’s perspectives. Together, they’re developing and championing the inclusive skill sets needed to improve innovation and business performance.”

Humana has made great strides in cultivating conversations and change around core issues facing women in the workplace today, and we continue having tough conversations. From pay equity and advancement into leadership roles, to sexual harassment and micro-aggressions, the Women’s Network Resource Group helps us drive necessary awareness and change to help remove barriers and enable opportunity.

In 2019, the WNRG expanded its Male Advocacy program, developing initiatives and resources to help women and allies realize their full potential and drive lasting, transformative change across the enterprise.

### MORE INFO ON WNRG

- Humana’s Women’s Network Resource Group
- 101,956 hours of volunteerism
- 7,538 NRG members
- Executive Sponsors: Homecare Operations Senior Vice President Cheri Greenfield-LaTour, and Segment President, Retail Alan Wheatley

### How HAPI is building bridges with language

HAPI, Humana’s Asian/Pacific Islander Network Resource Group, began offering “Language for NRG Members and Allies” that explored language related to I&D. As one of the most fundamental things in this world, language should be practiced and understood.

“Many of the words related to inclusion and diversity can be confusing or intimidating,” Adam Jackson, HAPI leader and Culture and Engagement Professional said. Consider intersectionality, misogyny, radical feminism, white privilege, micro-aggressions and model minority as examples. “Without understanding a word’s meaning, we could potentially be building our own stereotypes about the word and the people who use it.”

HAPI aims to break down walls of miscommunication. In a group discussion, the participants look at recent news articles where a word is used to start the conversation. They read the technical definition, then explore how the word actually plays out in the real world. What stereotypes does our culture insert in the word, and why? The group provides an open, safe space for people to ask questions and share their experiences.

At the end of each session, participants are provided takeaways and next steps.

- Read, listen and watch things to hear how/where more words are used. Are they accurate? Are they misused?
- Assess your leadership/work style, and consider how your new understanding might change it.
- Speak up. Talk with your teams, family or friends about what you learned.

### MORE INFO ON HAPI

- Humana’s Asian/Pacific Islander Network Resource Group
- 23,892 volunteer hours tracked
- 1,904 members at Humana
- Executive Sponsors: Chief Digital Health and Analytics Officer Heather Cox and Group Strategy & Trend Senior Vice President Praveen Thadani



## Thriving together in a multigenerational workplace

Today's workplace includes more generations than ever before—the Traditionalists, Baby Boomers, Generation Xers, Millennials and Generation Zers together within a single company. As some workers choose to remain in the workforce and delay retirement, the next generation is beginning their careers.

How do we create a healthy and inclusive workplace where associates from every generation feel valued? How do we encourage associates from different generations to work together and share their unique skills? How do we make sure generational differences and commonalities are understood and valued—and a strength, even, as opposed to a weakness?

Humana created its ninth Network Resource Group (NRG) with the goal of listening to and encouraging teamwork between the different generations within our company. GenUs, our multigenerational NRG open to all Humana associates, is committed to growing understanding and breaking down generational barriers that suppress diversity of thought. When we weave these generations together within Humana—when we truly thrive together—we're a stronger company better positioned to deliver on our Bold Goal and improve the health of every community we serve.

As part of its contribution to the Humana culture, GenUs launched a Kinship Care support group for families who are or have grandparents, extended family or other adults raising children who are not their own. The group provides a safe place to share caregiving experiences or learn from others.

## MORE INFO ON GENUS

- Humana's multigenerational Network Resource Group
- 31,890 hours of volunteerism
- 1,868 NRG members
- Executive Sponsors: Humana Foundation CEO Walter Woods and IT Solution Engineering Vice President Anne-Britton (AB) Arnette



## Unidos Language Circles improve social isolation

Humana's Hispanic NRG Unidos launched Language Circles in August 2019, and it serves a dual purpose:

1. To provide Humana associates the opportunity to learn conversational Spanish skills.
2. To use the program to help combat social isolation in the communities we serve.

Since its inception, Humana employees have been eager to use Unidos' expertise to expand their Spanish-speaking skills.

"We have about 50 associates in our Language Circles within Humana," Unidos Advisor Silvana Luna said, "and there is a long wait list! We're continuing to grow the program every year." Unidos began engaging Medicare members in Language Circles, a program led by Silvana. The team started in the Louisville neighborhood center and plans to expand to other markets.

"The program has been able to bring people from all walks of life together for a single purpose," Silvana said. "We're very proud to be able to bring the Hispanic culture to others."

## MORE INFO ON UNIDOS

- Humana's Hispanic Network Resource Group
- 23,770 hours of volunteerism
- 2,094 NRG members
- Executive Sponsors: Chief Legal Officer Joe Ventura and Center of Excellence Vice President Oraidia Roman



 Quite simply, we listen.



## We thrive in a culture of mentorship

**We see mentoring at Humana as an essential development tool for us to fulfill our Thrive Together value, sharing skills and knowledge so we can all succeed. Our commitment to mentoring feeds the successful future of Humana.**

At Humana, mentoring is a short-term, time-bound relationship between two people for the purposes of growing

themselves or their careers in navigating the workplace or their fields. All associates are provided end-to-end mentoring resources in order to experience a successful mentorship. Whether they are the mentee or the mentor, best practices and engaging ideas help Humana associates thrive together.

Humana encourages connections between people of various backgrounds and cultures.

With a strong focus on building the future leaders of Humana, mentorships are proven to help associate retention and grow a sense of belonging. Andrew Marley, Associate Vice President, Strategy Advancement has served as a strong mentor to many at Humana and knows the value it brings to the organization.

“Mentoring gives us a great opportunity to understand differences and really make meaningful connections with one another,” Senior Vice President and Chief Diversity Officer Maria Hughes said. “So don’t be afraid to mentor someone that’s different than you, has a different background from you, different experiences than you. That’s where the magic happens. Leverage those mentoring relationships to help us make better connections with one another.”



“Humana moves most efficiently through relationships and alignment,” Andrew Marley said. “I’ve found it’s very helpful to have connections all over the organization, and mentorship provides that very well.”

One of Andrew’s recent mentees is Dee Howard, Technical Implementation Lead in Humana’s EDGE organization.

“Having a mentor allows you to have a soundboard,” Dee said. “You can get advice. They can connect you to other resources, and they challenge you.”

As a mentor, Dee says, “Andrew’s goal is not to make me think like he thinks, but to make me think.” Dee says a mentor makes you realize what you have in yourself to help you do what you need to do.

An invaluable asset, Humana continues to cultivate a culture of mentorship in its vibrant, diverse workforce to drive a successful future.



## Our Supplier Diversity program ensures broad representation

At Humana, we want our vendors and suppliers to help drive innovation, improve quality and sustain growth. And we strive to attract qualified, certified suppliers who reflect our customers, associates and communities we serve.

We support the growth of diverse-owned businesses by investing in them through our Supplier Diversity program.

**We work with more than 75 diverse suppliers including representation of the following minorities: African-American, Asian-Indian American, Asian-Pacific American, Hispanic American, Native American, and individuals found to be disadvantaged by Small Business Administration (SBA) guidelines, both socially and economically.**

Humana's priority is to obtain a diverse supplier base reflective of the overall customers, associates and communities we serve. We're also committed to fair and equitable business practices and to social responsibility. Diverse suppliers comprise an essential, growing part of our economy. Leveraging these suppliers now and in the future is beneficial to Humana's profitability.

Our suppliers are diverse, representing a broad range of minorities—and reflecting the customers, associates, and communities we serve.

### Small Business Protégé program

In 2019, our Supplier Diversity & Sustainability organization launched a Mentor/Protégé program for small and diverse businesses.

The 12-month program featured half-day, on-site seminars with Humana leaders exploring topics impacting small businesses. The program will better position these businesses for growth, sustainability and solid business relationships. The program begins this year with a long-term strategy of transforming into a five-year Supplier Diversity University.

This program provides Humana with access to untapped, talented suppliers and will provide a broader understanding of the marketplace. Additionally, it helped identify barriers small and diverse businesses face, then support and assist in minimizing or removing those obstacles to build capacity for contracting.

To qualify, the businesses must not have been awarded a contract through Humana within the past year. Participation is voluntary, but each must:

- Have a vision and qualifications for growth
- Be able to identify the type of guidance they need
- Commit to one year

Holli Turner, Supplier Diversity & Sustainability Manager, said, "The reciprocal knowledge exchange in a Supplier, Mentor/Protégé relationship promotes companies involved for growth, sustainability, inclusion and understanding of what it takes to solidify business contracts. I'm excited about the future of our program."

### Walk 'n' Talk engagement events

In 2019, 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.

93%–100% 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 the growth of Humana's diverse supplier base while optimizing service, quality and cost. Through periodic events hosted by Humana or annual engagements with community organizations, we continue to strengthen current and identify new relationships with diverse suppliers interested in partnering with us for the provision of products, service and collaborative opportunities.

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





## We use our talents to lift the community

With a culture like Humana's, it's no surprise that associates are inspired by the Bold Goal and want to go above and beyond to lift our communities. More than **300,000** volunteer hours were tracked last year, and members of Humana's Network Resource Groups logged almost half of those. **We celebrate diversity and foster inclusion by volunteering with the community. We set aside days to connect with campuses across the nation. Associates learn about and grow an appreciation for other cultures through events, parades and fundraisers.**

### YMCA Achievers

Each year, outstanding associates represent Humana as Adult Black Achievers at the Chestnut Street YMCA in Louisville. These associates demonstrate exceptional passion for volunteerism and giving back, specifically for youth. They are committed to giving their skills and talents toward helping the next generation.

With great competition, the decision is always difficult. In 2018, our honorees were Derrick Carr, Julian Beaumont and Kelly Ridgeway. In 2019, our honorees were Corey Blakey, Marell Booker and Darryl Tucker. **In order to even be considered, Adult Black Achievers must meet the following criteria:**

- Must be an exemplary role model for African-American youth
- Must be enthusiastic about the positive impact they can have on the lives of young people
- Must be recognized in the workplace for outstanding achievement
- Must be willing to contribute a minimum of 50 hours of volunteer service to the Black Achievers Program in the following school year

### Associates help build Metro Louisville's 500th Habitat home

"You have to see it to believe it," Tom Fryrear, a first-time Habitat homebuyer advocate, said at the ground blessing for Humana's 16th and Metro Louisville's 500th Habitat for Humanity home.

Homebuyers Tubalole and Shukuru have been in the U.S. for five years after coming from the Democratic Republic of Congo in Africa. They're now proud American citizens (a requirement for Habitat homeownership) with three children and one on the way. They couldn't be more thrilled to achieve this once unimaginable goal—owning a home.

The Humana Foundation has sponsored a Habitat for Humanity of Metro Louisville home for 16 years, and Angie Wolff, director of Bold Goal Corporate Strategy, was at the ground blessing where she spoke about the connection between Habitat and Humana.

**"We are focused on health-related social needs," Angie said, "and a safe place to call home is essential to someone's well-being."**

Angie joined more than 100 Humana volunteers in the rain at the Raise the Roof event, where the home goes from a concrete slab to a sealed home complete with windows and doors in just three days.

"The street one block over is called Possibility Way," Rob Locke, CEO of Habitat for Humanity of Metro Louisville said. "We called it that because at the core, we wanted to give people a chance. To remind them that at the core, there's a possibility to do more than where you are right now."

### West End School students experiment with STEM

In the summer of 2019, volunteers from Humana's IT organization hosted hands-on learning activities at Louisville's West End School for boys to introduce various aspects of STEM—Science, Technology, Engineering and Math.

Covering coding concepts, block coding, Python and Javascript, IT's Inclusion & Diversity Lead Latisha Schmitt designed and hosted the STEM sessions during their 4-week summer camp for middle school boys. Each session brought a new group of IT associates, giving the students exposure to 16 different IT professionals and their career stories. During each 2-hour session, the volunteers hosted hands-on learning activities.

**SESSION 1:** Algorithms and sequences – Students paired up and created written steps to "program a friend" to do an activity. In this activity, the partner was the robot reading the code.

**SESSION 2:** Conditional statements – Students created their own games with a deck of cards to better understand conditional statements. Each volunteer led a group of students through their game creation and play.

**SESSION 3:** Using the internet – Students learned about transferring information on the internet and network traffic through a teamwork game.

The camp concluded with a STEM fair for the campers to visit booths and engage in learning activities hosted by the volunteers. Jordan Hennemann, an associate in Humana's IT4U department, brought an old laptop for the students to dismantle and put back together.

Other booths gave campers the opportunity to experiment with hexbugs and a circuit board game, do block coding on iPads with a WonderWorks robot named Dash, and work with a circuit connected to Raspberri Pi to check body temperature.

College intern Zach Wheatley created a maze on the floor using tape and the campers coded the robot's movement through the path. They also experimented with virtual reality glasses from Humana's national parks program.

The campers especially enjoyed the hands-on opportunities and the experience piqued interest in the students' ideas for a future career. The diverse range of volunteers allowed them to learn about various roles in IT and how professionals came to work in the technology field.

### Humana NRGs connect associates with local veteran organizations

During the 2019 NRG Veterans Rally, 278 Humana associates networked with representatives from 33 Wisconsin businesses and organizations that support our veterans to find information and resources on programs, services and volunteer opportunities they offer. The Caregivers, ACCESS (people with disabilities) and SALUTE! (Veterans) Network Resource Groups (NRGs) collaborated to bring this event to the Green Bay, Wis., offices, providing Humana the opportunity to spread its business value throughout our veteran community. Organizations in attendance hoped to use Humana's event as an example to work with other companies in the Northeast Wisconsin area.

During the event, the Appleton chapter of Vietnam Veterans of America (VVA) presented Humana with a POW flag, and Humana associate Anita Sevcik presented the Wisconsin King Veteran Home with blankets and cards made by Humana associates during National Volunteer Month activities held in April.

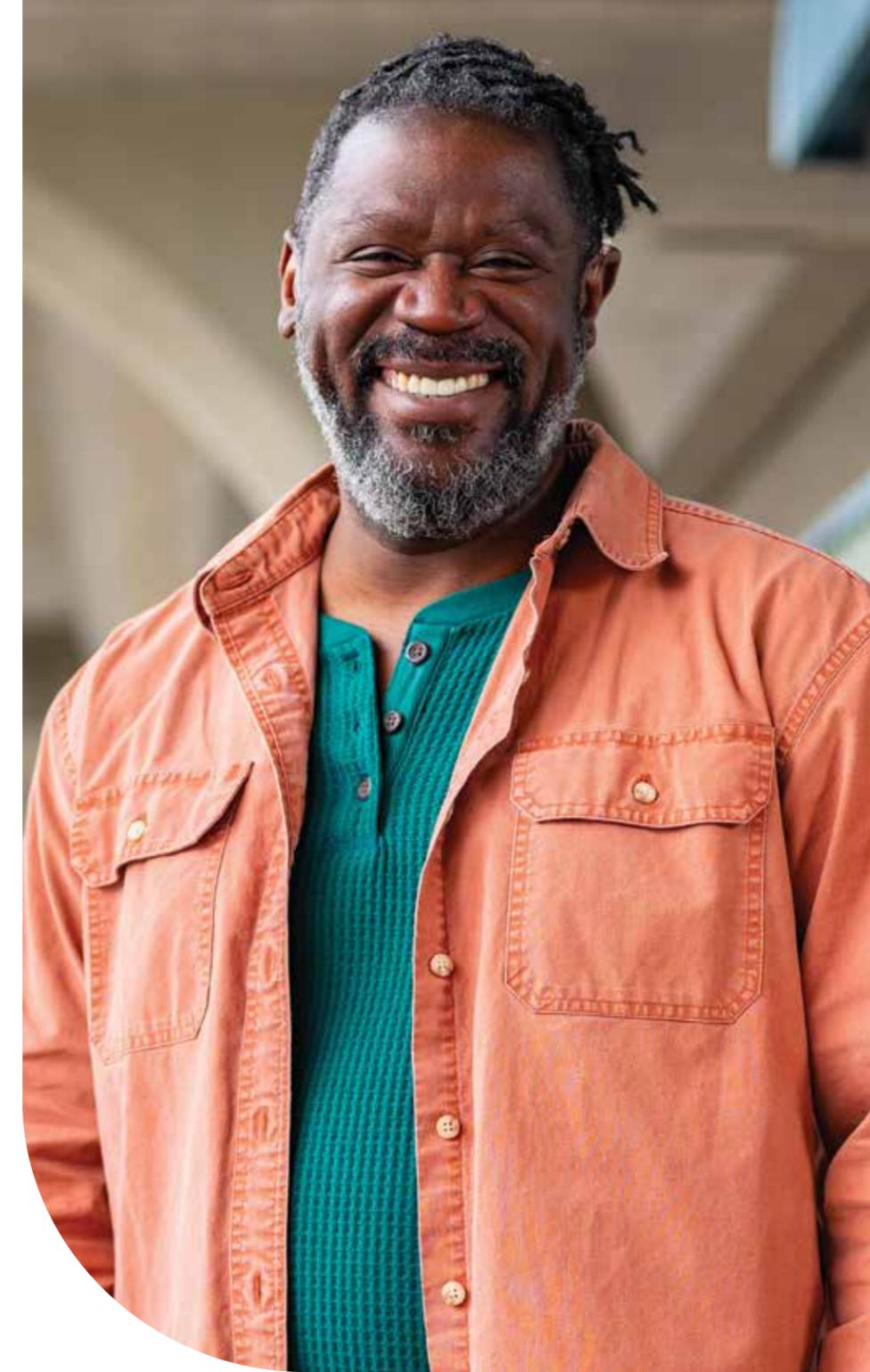
Associates were also able to walk through the "Reflections of Vietnam" display hosted by local VVA members and share their words of support in the Hall of Heroes. For those unable to attend, a live feed introduced all organizations that were present.

At the event, information was also provided on suicide awareness, navigating Veterans Affairs benefits and the effects of Agent Orange.

Many who attended felt the event was an educational and emotional experience, saying, "Being able to talk to the veterans and hear their stories firsthand was so much more than you would hear on the news or read in books."

**"It gave me pride that we did something like that and helped me make connections to local support organizations."**

Humana is more than a presence in the communities we serve. We play an active role in supporting their growth.



# Going bold for better health



Humana's Bold Goal is to help the communities we serve be 20% healthier by 2020 and beyond, because we help make it easier for people to achieve their best health.

Health is not linear. Every member is unique and every community is different. Inclusion & Diversity helps bridge the gap between policy, process and providing the perfect experience to each of our members.

Humana's 2019 ad campaign featured our commitment to getting to know the individual, because we know each of our members has unique needs.

## Meeting members where they are

One way to make it easier for people to achieve their best health is to meet them where they are. In 2019, Humana helped create the new "More Healthy Days" Barbershop and Beauty Salon Tour. It is a one-stop shop for hair and health, serving people living in Kansas City with limited access to care.

In partnership with the Black Health Care Coalition, this initiative tackles barriers to care like cost and accessibility at the local level.

This arm of the "More Healthy Days" campaign will also address other social determinants of health, such as food insecurity, loneliness and social isolation, which are associated with adverse health outcomes.

## Honoring veterans and addressing food insecurity

In 2019, Humana was the corporate sponsor of the Rolling Thunder Run for the third consecutive year and honored veterans via several activities throughout the Memorial Day Weekend event, including the presentation of lapel pins to recognize the service and sacrifices Vietnam veterans made during the war and officially welcome these brave individuals home.

## Providing LGBTQ resources for members

Humana has been recognized as a Best Place to Work for LGBTQ Equality by the Human Rights Campaign for the last seven years. The needle continues to move and we continue to meet standards in order to best serve this community. **The lesbian, gay, bisexual, transgender and queer community has specific health needs that deserve attention and resources.** With the help of Pride, Humana's LGBTQ & Allies Network Resource Group, Humana launched an online resource for this community. Topics on the site include:

- FMLA benefits for LGBTQ workers
- 10 things lesbians should discuss with their PCP
- 10 things gay men should discuss with their PCP
- Sexual orientation and homosexuality
- Coming out to your doctor

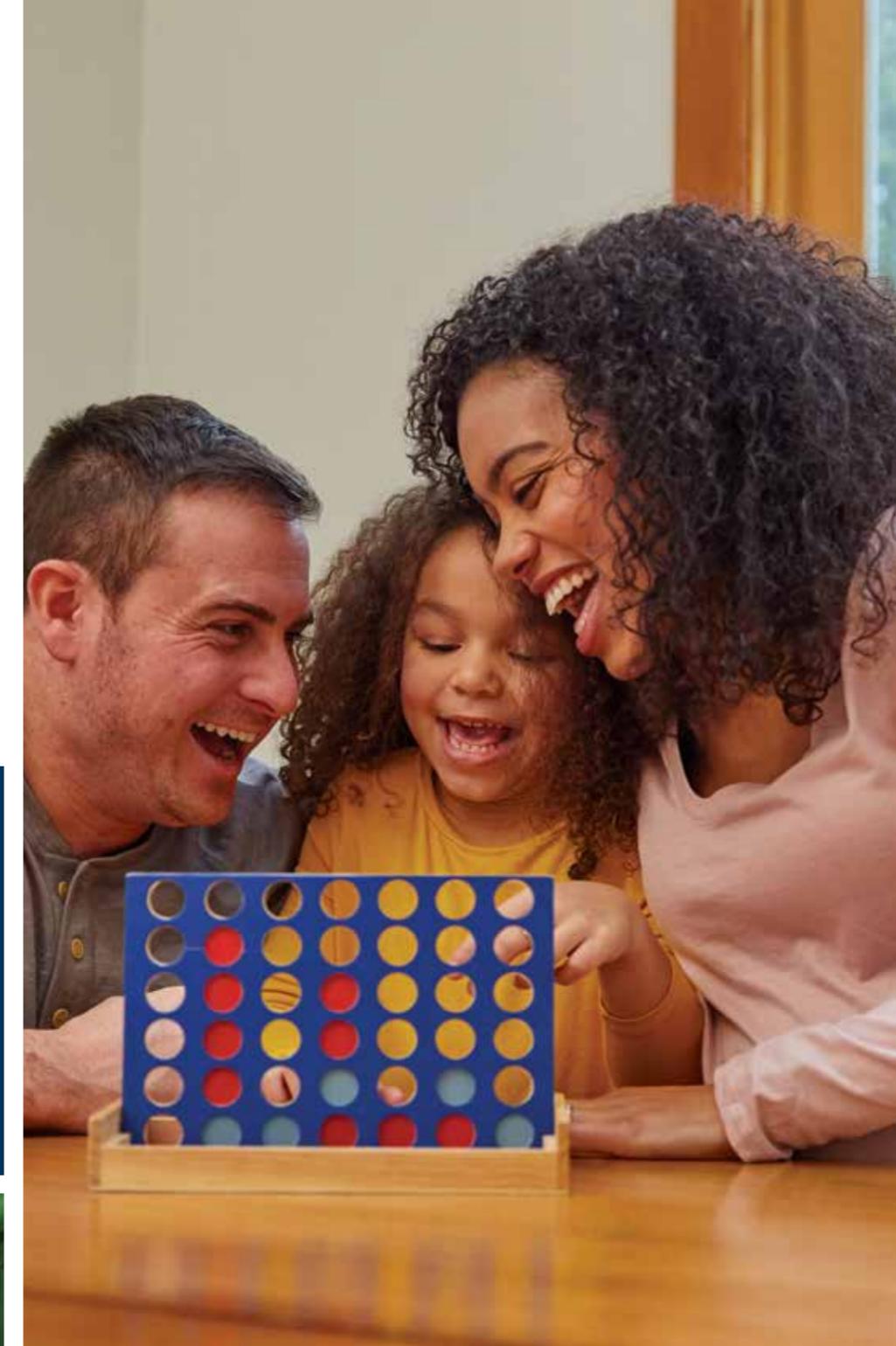
Check out the LGBTQ health page and find out more about ensuring equality in healthcare for LGBTQ individuals.

## Offering caregiver resources for members

Caregivers hold a great deal of responsibility and often times that comes with extra stress. Doctor appointments, house work, personal care and legal issues are all common obstacles caregivers face. **Humana offers resources and tips so caregivers can find the support they need to help their loved ones at [Humana.com/caring-for-others](https://www.humana.com/caring-for-others).**

Resources include a caregiver's toolkit, caregiver access to protected health information (PHI) and other tools, links and articles about caring for a loved one.

We see a future of better health and we're committed to making it happen. Inclusion and diversity help ensure that everyone is part of a healthier way forward.



## THANK YOU TO OUR KEY PARTNERS

Humana could not have success in its Inclusion & Diversity mission without the help of many dedicated partners, all of whom could not be listed.

### HUMANA'S OFFICE OF INCLUSION & DIVERSITY

Maria Hughes, Sr. VP & Chief Diversity Officer  
Christopher L. Johnson, Director of Inclusion & Diversity  
Rhonda Plunkett, HR Compliance Lead, I&D  
Tracy Goodwin, I&D Lead  
Betty Henriquez, I&D Lead  
Latisha Schmitt, I&D Lead  
Jennifer Medley, Sr. I&D Professional  
Sarah Klarer, Sr. I&D Professional  
Trish Jacobs, Administrative Assistant

### EXECUTIVE I&D COUNCIL

Bruce Broussard, President and CEO  
Alan Wheatley,\* Segment President – Retail  
Beth Bierbower,\* Former President – The Edge  
Brian Kane,\* Chief Financial Officer  
Jody Bilney,\* Former Chief Consumer Officer  
Roger Cude, Enterprise VP – HR Leadership  
Tim Huval, Chief Administrative Officer  
William Fleming, PhD., Segment President – Clinical and Pharmacy Solutions

### AND OUR MANY PARTNERS

Network Resource Group leaders and executive sponsors  
Local Inclusion & Diversity Council members  
Talent Acquisition  
Human Capital Analytics  
HR Leadership  
Corporate Social Responsibility  
Business Leadership Group  
Learning & Design partners  
Culture & Engagement teams  
Mentoring Circle participants and leaders  
Many volunteers and external partners

\*Also served as an Executive Sponsor of a Network Resource Group in 2019.



Join our team

You belong at Humana.  
Explore our career opportunities at [Humana.com/Careers](https://www.humana.com/careers).

**Humana**<sup>®</sup>

Humana®