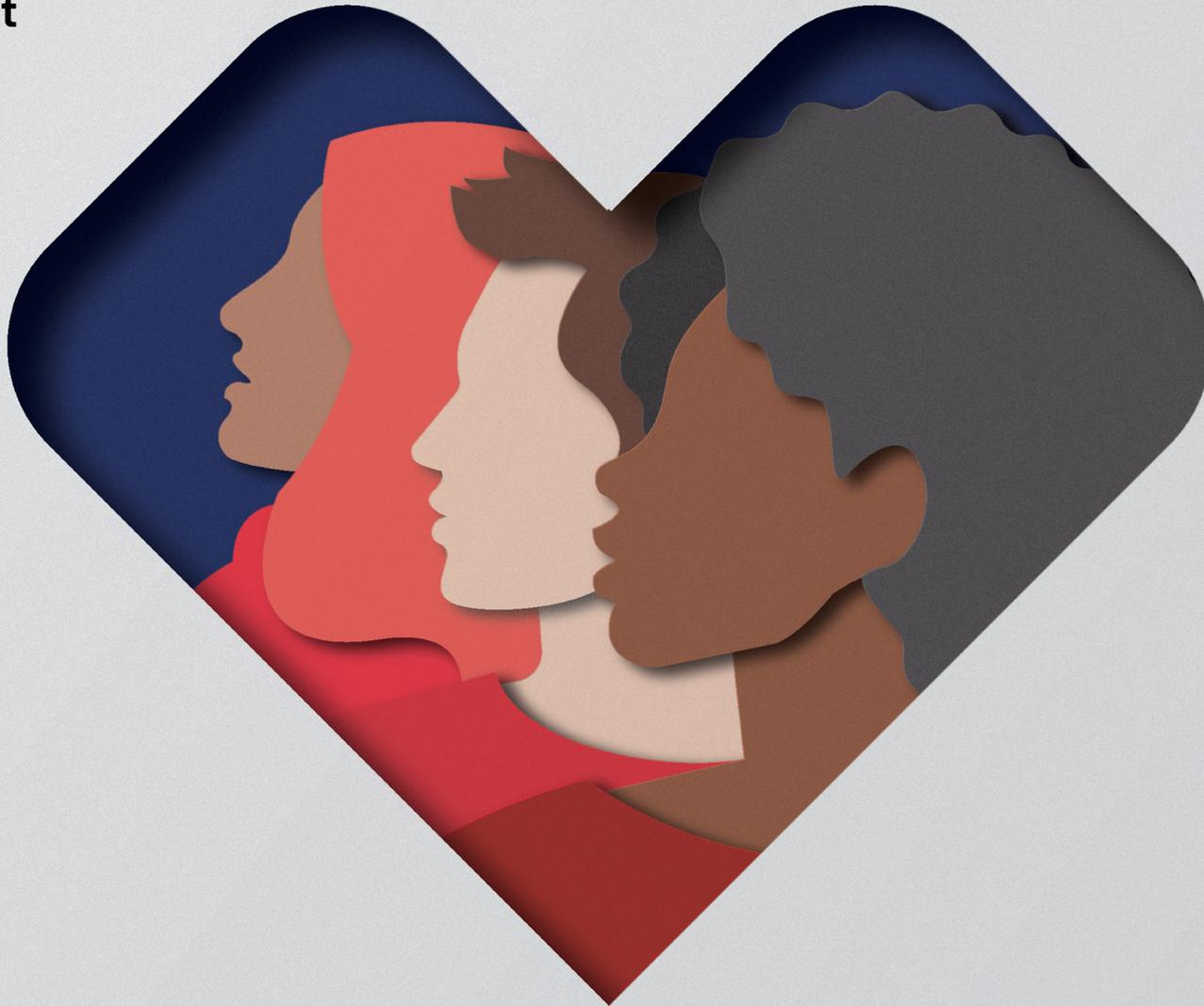


2020
Strategic
Diversity
Management
Report



I am proud to introduce our first Strategic Diversity Management report — a reflection of the work CVS Health® has done — and will continue to do — to champion diversity, equity, inclusion and justice, throughout our company and the communities where we work and live. Transparently sharing information is critical and as CEO, I am holding myself and our leadership team accountable to achieving our goals and regularly reporting our progress.



Reading this report, you will see CVS Health has a longstanding and holistic approach to strategic diversity management that is inclusive of all of those we care for each day. In the spirit of continuous improvement and innovation, we will push ourselves to do more. Just last year, we stepped up to invest nearly \$600 million for external partnerships and internal initiatives that address social justice and health equity. As such, we are working to improve the experience of our colleagues, customers, patients, members and suppliers — with a heightened focus on improving health outcomes for historically disenfranchised communities.

As we have seen in the last 12 months, the needs in society are great; I believe companies must rise to the occasion. While there are factors driving inequity that may be beyond the scope of our business, there is a definitive role for us to play and we are committed to continuing to do just that.

An integral part of our diversity management strategy is ensuring our workforce is representative of those we serve. In this past year, we achieved a ranking of #24 on the Diversity Inc. Top 50 Companies for Diversity, having debuted on the list at #49 in 2017. To drive further accountability, we've developed aggressive benchmarks to measure outcomes in diverse representation at all levels of our organization; and for the first time, we're tying diversity performance to executive compensation.

For me, diversity is personal. It's always been extremely important to foster a culture where our differences and similarities are celebrated — where every person has equal opportunity to contribute and advance their careers.

While we are proud of our progress to date, we will continue to raise the bar even higher. I look forward to partnering with our 300,000 colleagues to continue to cultivate a culture of justice, equity, diversity,

inclusion and belonging that brings our colleagues, our customers, and our communities together.

Sincerely,

A handwritten signature in black ink that reads "Karen S. Lynch". The signature is written in a cursive, flowing style.

Karen S. Lynch
President and Chief Executive Officer

I've heard it said recently, "We [America] are at the intersection of pain and potential." This comment was made in the aftermath of the killing of Mr. George Floyd. In the days after Floyd's death, CVS Health announced that, as a company, we would thoughtfully assess how we could make the greatest impact in effecting meaningful change as a response to the pain and potential we all were experiencing.



We took the time to work with our executive leadership team, leaders of our Black Colleague Resource Group (BCRG) and many other colleagues, to assess the experiences of our colleagues in the workplace, how we support the communities in which we operate and how we can best use our influence and voice to advocate for policies that support social justice and equity.

From these in-depth conversations and from the evident racial health disparities that the COVID-19 pandemic has further revealed, we've seen firsthand how our society and our health care system have disproportionately affected historically underserved communities. As a Fortune 5 company, we recognize our opportunity to create substantial, long-lasting impact, which is why we made a bold commitment to invest nearly \$600 million over the next five years to advance employee, community and public policy initiatives that address inequities faced by Black/ African American people and other historically underrepresented and disenfranchised communities.

These investments build on our holistic approach to driving diversity, equity, inclusion and justice which includes longstanding commitments in the areas of employee development and training diverse supplier leadership, workforce initiatives and collaboration with civil rights and social justice organizations. Most of all, we are using our influence, expertise and assets as a health care innovation company to ensure access to health care while addressing racial health disparities and social determinants of health.

We know that these disparities are best addressed by a workforce that reflects the diversity of the communities we serve. Because of this — and because diversity is a proven driver of business success — cultivating a diverse pipeline has always been a priority for CVS Health. To ensure we're creating an environment where diversity, equity, inclusion and justice can thrive, we've embarked on an effort to bring mandatory ongoing conscious inclusion learning experiences to 100 percent of CVS Health colleagues. To further enhance our transparency, we've reiterated the need for 100

percent of our colleagues to self-identify in terms of gender, race/ ethnicity, disability and veteran status and are proud to disclose our EEO-1 data for the first time with this report. We also developed benchmarks to measure outcomes in diverse representation at all levels of our organization across senior leadership. These initiatives are supported by our executive diversity council, 15 colleague resource groups and multiple business unit diversity leadership teams, which continue to spearhead often difficult conversations.

CVS Health is a health care innovation company, and we believe that strategic diversity management and innovation are invariably linked. Diversity is one of our company's greatest strengths, and together — the nearly 300,000 of us — join forces daily to uphold our shared commitment of mutual respect in everything we do. We recognize that CVS Health alone cannot solve overnight for 400 years of racial inequity and injustice, but we are dedicated to utilizing our broad suite of assets to create a more equitable future. In the pages that lie ahead,

I invite you to learn about the progress we've made as a company thus far and our assessment of the work ahead of us. Over the coming years, we will continue to make meaningful impacts that champion diversity, equity, inclusion and justice. We will keep listening, learning and using our influence to be a force for good in all of the communities we serve.

Sincerely,

David L. Casey
*Senior Vice President,
Workforce Strategies
and Chief Diversity Officer*

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This 2020 Strategic Diversity Management report is part of CVS Health's comprehensive reporting on Environmental, Social and Governance performance which can be found [here](#).



Our Approach to Strategic Diversity Management

This summer our country confronted a hard truth — that injustices experienced by many Black Americans are rooted in a long history of systemic racism. After the killing of Mr. George Floyd, our leaders announced to colleagues that the company would thoughtfully assess how we could have the greatest impact in effecting meaningful change.

Our senior leaders spent that time listening to and learning from our Black colleagues and communities. We assessed current programs and identified areas where we could have a more substantial impact in addressing inequities. This reflection brought a renewed commitment to improve the experience of our diverse colleagues and customers, and to create a positive impact in the thousands of communities we serve. We also committed to using our voice and our influence as one of the largest companies in the country to help shape public policies that address the root causes of systemic injustice.

Over the next five years, we are investing nearly \$600 million to advance employee, community and public policy initiatives that address inequities faced by Black people and other historically disenfranchised communities. Our investments build on commitments in the areas of:

- Mentoring, sponsorship, development and advancement of diverse employees;
- Training and corporate culture programs, with a focus on promoting inclusion;
- Partnership and development programs for our diverse suppliers;
- Workforce initiatives that provide employment services and training to the underserved;
- Addressing social determinants of health;
- Providing access to health care while addressing racial health disparities;
- And collaborating with civil rights and social justice organizations;
- Leveraging our position and corporate voice as a Fortune 5 company to engage in public policy.

As our leaders defined a new vision to advance social justice and equity, our colleagues rose to meet the challenge. Colleague Resource Groups and diversity leadership teams established across the company are having difficult conversations and tackling complex work. Their passion for solving today's challenges is breaking down silos and using the combined power of our enterprise.

Our holistic approach to strategic diversity management takes into account every population we serve, and the many ways our business impacts people – and society. As we move forward in this work, we will hold ourselves accountable and strive to create a shared experience to bring our communities together, while being purposeful and deliberate with addressing priorities where they arise.

Key Accomplishments

\$3B

spent with small and diverse Tier I suppliers, and \$1.5 billion with diverse Tier II suppliers

100%

embarked on an effort to bring required, continuous inclusion learning experiences to all of CVS Health colleagues

\$5M

5-year scholarship program established for Black and Latinx students in collaboration with the United Negro College Fund

Workforce Initiatives: Inspiring Health Care Innovators

We know that when our workforce reflects the diversity of the communities we serve, our business thrives. Diversity powers our ability to support patients, members and customers with empathy, respect and cultural sensitivity, helping to build healthier communities.

Our workforce development programs support our efforts to cultivate and recruit the best health care talent in the country. We collaborate with hundreds of local, state and national organizations to deliver meaningful skills and employment programming to thousands of participants each year, supporting them at each step of their career path.

COVID-19 abruptly halted in-person operations for most of the workforce development nonprofit organizations with which we collaborate; we immediately shifted to support them in virtual delivery of services. Maintaining this continuity of programming was critical — not only for the participants seeking to gain transferable work skills, but also to address the greatest need for talent CVS Health has ever experienced. With a need to conduct COVID-19 testing across the country and new lines of business rapidly developing, positions had to be urgently filled, and our strong relationships with community-based organizations and business partners

provided our hiring teams with an almost immediate source of well-vetted, well-qualified talent.

We are expanding our programming to amplify impact in historically disenfranchised communities and for groups of all abilities and backgrounds. In addition to providing employment and skills training programs, we are also focused on addressing the health disparities that prevail among participants.

Providing a Second Chance

Establishing meaningful employment for formerly incarcerated individuals has the power to transform communities, reducing the likelihood of recidivism and helping them contribute to their families and communities. We continue to provide training and employment for members of this community who are reintegrating into society.

CVS Health was a founding sponsor of NAACP's One Million Jobs campaign, with a pilot program launched in 2019 with NAACP Connecticut State Conference of Branches. Across its vast network, NAACP promoted our accelerated hiring process put in place to bolster our need to fill 700 openings across retail, warehouse distribution, customer service and health care services, in response to COVID-19. We successfully used our "ban the box" fair-chance hiring policy, which removes the question about criminal records from the initial hiring application and allows us to make

conditional offers, pending a final background check and adjudication process, if needed. In 2021, we will continue to support the One Million Jobs campaign and NAACP's effort to secure 10,000 jobs within the state of Connecticut.

We are also sponsoring a second chance program in collaboration with the Hispanic Heritage Foundation (HHF), an organization we have worked with for nearly a decade to inspire future Hispanic health care leaders. Through the HHF program, formerly incarcerated individuals are connected with mentors and provided with access to workshops, workforce development opportunities, connectivity and placement into the workforce, specifically within Fortune 500 companies. Through these programs and others, we expect to reach 9,000 potential applicants over the next five years.

Faith-Based Collaboration

Faith-based organizations and houses of worship have incredibly strong ties to their local communities as they often provide support services, help to educate and build trust with their congregations. **Through several national and local collaborations, we are working to reach more than 500,000 community members by providing workforce development, education, and health and wellness services over the next five years.** This work will be guided by our Faith-Based Advisory Board. Established in 2020, the board is comprised of 13 national

faith-based organizations from across the country who will guide our actions in addressing social justice and equity issues through the lens of religion and faith.

In 2020, we established new programs with 13 local congregations to provide workforce development, health and education opportunities. **We also expanded our existing partnership with Christian Methodist Episcopal Church to include a Workforce Innovation Talent Center (WITC), second-chance initiative and scholarship program in collaboration with Lane College in Jackson, TN.** Additional support services through this collaboration will include food pantries and other health promotion services.

Abilities in Abundance

Approximately 61 million Americans have at least one physical, mental or emotional condition that causes serious difficulty with their daily activities — how the U.S. Department of Labor (DOL) defines "disabilities" — comprising the largest minority group in the nation. COVID-19 has had significant impacts on people with disabilities, including a disproportionate increase in unemployment rates, as compared to their non-disabled peers. Since 2012, our Abilities in Abundance program has provided employment programming and opportunity to people with disabilities. Our longstanding commitment was recognized in March 2020 by the



Department of Labor (DOL) when we were awarded its inaugural Excellence in Disability Inclusion award.

In collaboration with the Tennessee Rehabilitation Center, in 2020, we supported the deployment of Cognitopia, a web-based self-management tool for individuals who see the world a little differently. To fill the void of in-person training during the pandemic, Cognitopia allows individuals to explore our Store Associate and Pharmacy Technician training plans and build their skills from anywhere and at any time. After a successful pilot, the Tennessee Rehabilitation Center is expanding the virtual training to reach more students. We are also exploring adding training programs for logistics and call center operators in the future and have begun offering Cognitopia's services to other community partners serving individuals with disabilities.

In December 2020, our CEO joined 47 other CEOs from across the country, and Disability:IN in calling on their peers to prioritize disability inclusion. In an open letter, the leaders cited their firsthand experience with the business benefits that result from disability inclusion in the workforce.

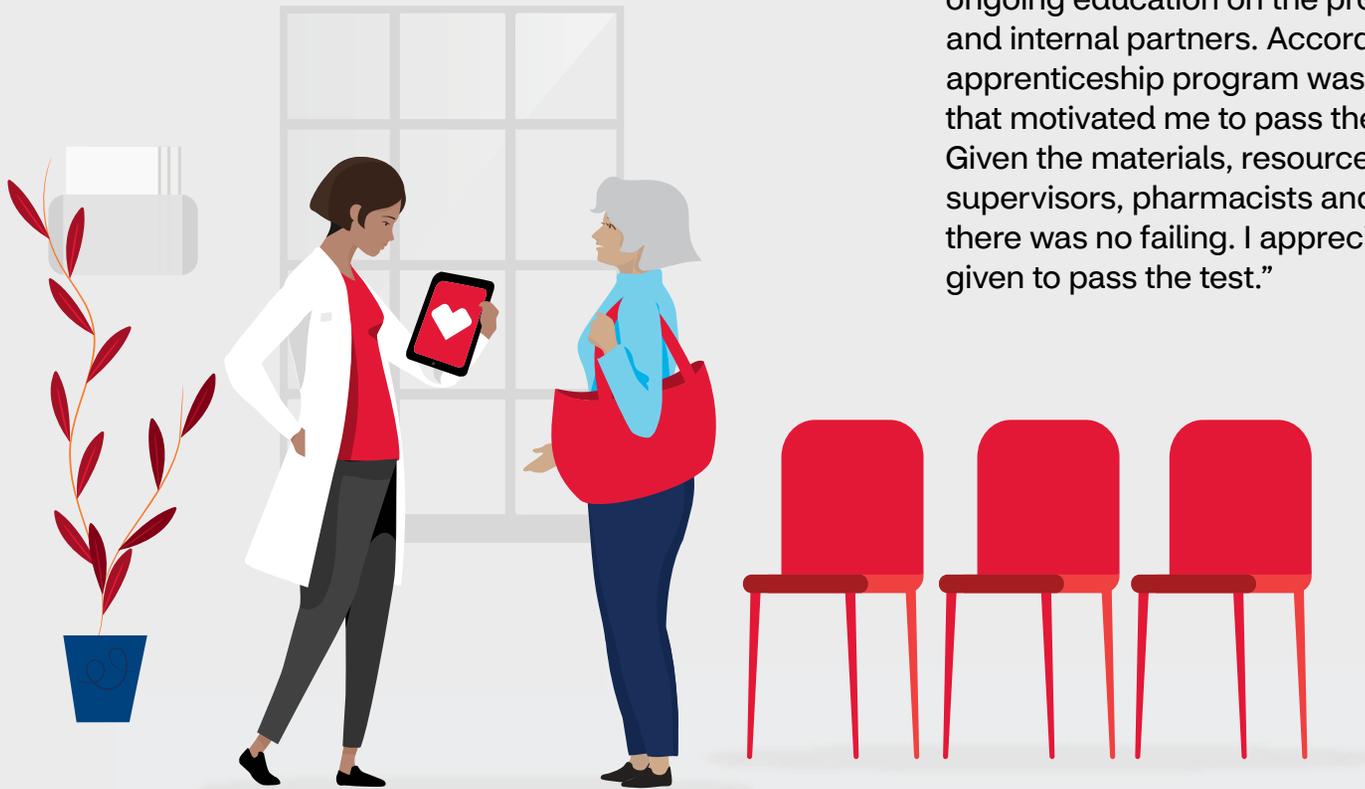
All CVS Health colleagues are encouraged to join our CapAbilities CRG, whose mission is to increase

awareness of the important role that customers and colleagues with disabilities play in our workforce, workplace and marketplace. CapAbilities fosters an inclusive, supportive environment that empowers all individuals with differing abilities and their allies who have a personal or professional interest in the advancement of individuals with disabilities.

Registered Apprenticeships

Since 2005, we have hired more than 13,000 colleagues through the U.S. Department of Labor (DOL) Registered Apprenticeship program for pharmacy technicians. Our apprentices receive classroom, virtual and on-the-job pharmacy technician training and are invited to apply for a position with CVS Pharmacy® upon program completion. **Our work with the DOL has expanded to 21 states and we are committed to hiring another 10,000 registered apprentices over the next five years.** To meet this ambitious target, we are allocating more on-the-ground resources to expand outreach and exploring opportunities in additional states.

CVS Health employs pharmacy technicians across our retail stores, but also in other parts of our enterprise. Stephanie Chevaz joined CVS Caremark® in 2017 as a clinical services representative in pharmacy benefits management. In this role, she was responsible for gathering patient diagnosis information in order to process prior approval requests from physician offices. When the Prior Authorization pharmacy technician apprenticeship program was approved by DOL in 2017, Stephanie enrolled. After completing the program, which was offered to incumbent employees to develop their skills, Stephanie was promoted within our Federal Employee Program. Her responsibilities now include working with physicians' offices for Prior Authorization as well as providing ongoing education on the program to health care providers and internal partners. According to Stephanie, "The apprenticeship program was a positive structured program that motivated me to pass the test for pharmacy technician. Given the materials, resources and a lot of support from supervisors, pharmacists and co-workers, made me realize there was no failing. I appreciated the opportunity and time given to pass the test."



Transitioning to Post-Military Careers

As military bases locked down to slow the spread of COVID-19, we kept our military workforce programs running by supplementing in-store training with virtual programs. Through our SkillBridge program, members of the military transitioning into civilian life connect with CVS Health to explore how their skills can translate to a career with the company. Participants receive classroom training and complete a 12-week internship at a nearby CVS Pharmacy location, followed by a virtual job tryout. Following the completion of their service, veterans are eligible to apply for any position at CVS Health.

Since 2015, CVS Health has hired more than 18,000 veterans and nearly 10,000 military spouses.

We have also expanded our SkillBridge program to remote and local participants through a collaboration with the U.S. Chamber of Commerce Foundation's Hiring Our Heroes (HOH) initiative. HOH offers a 12-week fellowship that allows active-duty service members to gain work experience in the private sector while on active duty. **Seventy service members completed career skills and SkillBridge programs in 2020; 32 of those graduates are now CVS Health colleagues.**

A Community-Centric Approach to Workforce Development

Our Workforce Innovation Talent Center (WITC) — located in Boston, Cleveland, New York City, Philadelphia, Pittsburgh and Washington, D.C. — provide community members with hands-on skills training to prepare for health care careers, including in a mock pharmacy. By 2025, we will expand to 12 locations across the country, applying a highly customized approach to skills building within communities experiencing high unemployment rates.

As part of our social justice and equity commitment, in 2021, we will open a WITC at the Ebenezer Baptist Church in the Hill District of Pittsburgh, that will provide dedicated workforce programming, health care and wraparound services to members of the surrounding community. The Hill District is one of Pittsburgh's largest underserved Black communities, with a median household income of \$17,071 and an unemployment rate of 52 percent.

Our collaboration with the Ebenezer Baptist Ministries will involve groundbreaking opportunities with long-term sustainability to address social determinants of health. The church's reach within the community spans meal delivery and health care services for thousands of seniors and residents of public housing, a basic needs and food pantry, and day care services for neighboring families. CVS Health's support will

expand all this programming and bring new health care, after-school and workforce program offerings to the community, including training for pharmacy technician, call center and retail positions at CVS Health. We are also exploring ways to help residents overcome transportation barriers.

In recognition of former CEO Larry Merlo's pledge to combat social injustice and inequity and his commitment to workforce development, Ebenezer Baptist Church will honor Larry's Pittsburgh heritage and legacy by naming its basic needs center The Larry Merlo Basic Needs Center.

Project PATH Pilot

The International Rescue Committee (IRC) provides opportunities for refugees, asylees, victims of human trafficking, survivors of torture and other immigrants to thrive in America. In San Diego, we worked with the IRC to develop Project PATH (Providing Access to Training in Health Care), a training and skills development program customized to the individuals they serve. Due to the pandemic, the six-week accelerated pharmacy technician training program was provided virtually. **All seven of the participants in the initial pilot completed the program, have been hired at CVS Pharmacy locations throughout San Diego and are working to obtain their state Pharmacy Technician licenses.** In 2021, we will expand on this success and introduce the program

to IRC participants in San Jose and Sacramento. A major barrier to achieving economic independence faced by IRC participants is transportation. In addition to expanding our training programs, in 2021 we will begin helping participants at the IRC's Women's Resiliency Center in obtaining their driver's licenses and purchasing a vehicle.

Recruitment

We continue to strengthen our diverse representation in college recruiting and have built long-standing relationships with universities and colleges to fill open health care and retail positions. For example, working closely with the Thurgood Marshall College Fund, in 2020 we provided pharmacy and pre-pharmacy students attending historically Black colleges and universities with scholarship funding and virtual summer pharmacy externships. Students learned the operation of a retail pharmacy and participated in opportunities through our pharmacy technician training. At the end of their externship, students presented results of a research project that addressed common health disparities in Black communities, and solutions for how CVS Health could better address them. Through collaborations like these, we continue to build our pipeline of talent and prioritize recruitment efforts.

Another example is our long-standing collaboration with the National Black Nurses Association and National Association of Hispanic Nurses. In 2020, we worked with both organizations to source talent for the various nursing professions sought by the company through chapter outreach and virtual career events. Through the National Hispanic Pharmacists Association (NHPA), of which CVS Health is a founding member, we conducted outreach to Hispanic students to inform them of careers in pharmacy, including direct recruitment from pharmacy colleges. The mission of NHPA is to empower pharmacists and other members to improve the health of Hispanic populations.

Supporting the Pharmacists of Tomorrow

In January 2021, we joined with United Negro College Fund (UNCF) to establish a five-year, \$5 million CVS Health Foundation Health Care Careers Scholarship program for Black and Latinx students pursuing a career in health care. The program will support a robust pipeline of under represented students, in turn, strengthening the pool of talented college graduates ready to join the health care workforce. UNCF is the nation's largest minority education organization supporting students' education and development through scholarships and advocacy for minority education and college readiness. According to a report by UNCF's Frederick D. Patterson Research

Institute, students who receive a UNCF scholarship outperform the national population of students in persistence through college and to graduation. In fact, 70 percent of African American freshmen who received a UNCF general scholarship graduated within six years, compared to only 38 percent of all African American students nationwide. **Over the past 12 years, we have provided UNCF students with more than \$500,000 in scholarships for pharmacy, nursing and business students.**

Fostering a Culture of Inclusion and Belonging

In 2020, we moved beyond a culture of inclusion to recognize that “belonging” must be part of our diversity management strategy. A sense of belonging means our colleagues feel heard, and that CVS Health values and is investing in them. Our focus here was especially critical as we examined how to strengthen our social justice and equity commitments. CVS Health colleagues are also our customers and neighbors in the communities where we operate. A true understanding of their experience is critical to our ability to serve patients and customers — and to be a leading employer.

Throughout our work on inclusion and belonging, we emphasize the importance of allyship and intersectionality. We are encouraging colleagues to bring their full selves to work and are providing them with greater understanding of how they

can support their peers — of all backgrounds and from all communities — in doing the same. In 2020, we began to measure our colleagues' sense of belonging by adding questions to our annual colleague engagement survey. On our 2020 colleague engagement survey, an overwhelming majority of colleagues reported “feeling a sense of belonging at work.”

Conscious Inclusion Learning

We have set a clear goal for 2021: Colleagues across our entire enterprise will participate in a learning experience designed to enhance awareness of biases and move toward conscious inclusion through heightened awareness and implementation of inclusive behaviors. Developed in collaboration with leading third-party experts, the program explores the science of bias and where and how it shows up in our business, and it facilitates the development of personal action plans for inclusion. A reflection of our top-down approach to diversity, equity, inclusion and justice, our most senior leaders completed this training in late 2020, and it was introduced to vice presidents and colleagues at the director level in early 2021. The program will begin rolling out to all colleagues in June. The learning experience is intended to meet each colleague where they are to create a safe space for reflection and change. It includes prework, instructor-led sessions and ongoing digital engagement and learning.

Communicating Gender Identity

To show strong support for our LGBTQ+ colleagues, their allies, and for the broader LGBTQ+ community, in summer 2020, we announced the optional inclusion of pronouns on email signatures and business cards for all CVS Health colleagues. We also conducted a field research study to gather more feedback from colleagues and customers on the use of pronouns on colleague name badges in our retail pharmacies. These actions were informed by conversations with our cross-enterprise Gender Anonymity Workgroup and our PRIDE+ CRG, as well as third-party experts in LGBTQ+ inclusion.

"Count Me In, I Belong"

Every five years, we invite our colleagues to share how they identify in terms of gender, race/ethnicity, disability and veteran status. Our *Count Me In, I Belong* campaign helps us meet reporting requirements as a government contractor, and this year we used it as an opportunity to talk to our colleagues about why we value diversity and view it as an enabler of business growth and their colleague experience. Our BRAVE and CapAbilities CRG also hosted informational webinars to educate colleagues on the importance of self-identification and CVS Health's reasonable accommodations process.

Just-in-Time Disabilities Toolkit

We also collaborated with Cornell University's School of Industrial and Labor Relations to develop and launch a "Just-in-Time" Disabilities Toolkit for Managers. This accessible online resource connects CVS Health's people managers with points of contact and resources to recruit, develop and engage individuals with disabilities across the enterprise. Our CapAbilities CRG supported the launch and communications of the resource during National Disability Employment Awareness Month, and the new tool was shared with managers via newsletters, presentations and technological platforms utilized across the enterprise. The Toolkit is not meant to replace compliance training, but rather provides managers with a readily available resource to guide next steps and a disability-inclusive mindset.



Developing Diverse Talent

We continue to grow the targeted development programs we offer for our diverse female colleagues. In 2021, we will expand our Strategies for Success – Multicultural Women program across the entire enterprise. **To date, more than 260 colleagues have completed the program, which seeks to equip participants with the tools they need to take their careers to the next level of leadership.** For all our development programs, we strive for equal representation across gender, ethnicity, race and LGBTQ+ demographics.

Ensuring Diverse Representation

An integral part of our diversity, management strategy is ensuring our workforce is representative of the diverse communities we serve. We have made great strides in advancing a holistic strategic diversity management strategy that supports our business objectives and creates new opportunities for our colleagues. Most notably, we are aware of our progress against key industry measures. **In 2017, we were honored to be named to the DiversityInc list of Top 50 Companies for Diversity for the first time, coming in at #49. This is the leading assessment of diversity management in corporate America and over the last three years, we have been proud to continue to improve our placement, moving up to #24 in the 2020 survey.**

Still, when it comes to racial/ethnic and gender diversity among our senior leadership — particularly at the vice president level and above — we can and must do better. In 2020, we worked to develop benchmarks and measure outcomes in diverse representation at all levels of our organization. For the first time, we have tied performance in this area to executive compensation. To create a clearer path to promotion and internal advancement, we are strengthening our leadership development programs to provide all participants with an executive sponsor to support them in growing their career with CVS Health.

We understand that many of our stakeholders are seeking greater transparency around workforce composition. **In conjunction with this year's report, for the first time, we have posted our most recently filed Consolidated EEO-1 Employer Information Report on our website, reflecting the race, ethnicity and gender of our colleagues in categories defined by the U.S. Equal Employment Opportunity Commission.** We have also expanded on these disclosures by providing additional data across our clinical and customer support functions and breakdowns of racial and ethnic categories that are self-reported by our colleagues.

Deepening the Business Impact of Our CRGs

Our CRGs are core to our work to foster inclusion and belonging. In doing so, they are leading business impact across the company. This year marked an exciting and noted shift in the focus of CRGs. Beyond being a valuable leadership development tool and an opportunity for networking and cultural celebration, in 2020, more than ever, our CRGs were used to help us inform our business strategy in tangible ways. Throughout the year, cross-functional business partners tapped into the perspective and knowledge of our CRGs to inform various business initiatives, including our response to the killing of Mr. George Floyd, and the development of marketing campaigns, product

innovations and targeted health interventions.

Staying Connected, Apart

Led by our CRGs, *Let's Connect* sessions were developed in the spring of 2020 to help colleagues feel more connected while physically apart. The sessions have become increasingly popular and have engaged more than 1,000 colleagues, exploring various top-of-mind topics such as family care, work-life balance, virtual leadership and more. We also introduced topics specific to diversity, equity, inclusion and justice, such as allyship, intersectionality and the differences between equity and equality. *Let's Connect* sessions create an avenue for our colleagues to share their voice on what is happening at CVS Health, and helps them feel that their experience, particularly during tumultuous times, matters to the company.

By the end of 2020, we had to more than 22,000 individual colleagues participating in one of our 15 CRGs and began to reinforce opportunities for colleagues to join groups as an ally, in addition to their own self-identification or affiliation.

Informing Our Commitment to Social Justice and Health Equity

In July 2020, in the aftermath of the killing of Mr. George Floyd and calls for racial justice, leaders of our Black Colleague Resource Group (BCRG) joined our leaders for the first of many difficult conversations about the historic injustices Black Americans have faced across generations, and our company's role in dismantling systemic racism. **This dialogue was instrumental in the development of our multiyear, \$600 million social justice and equity commitment and continues to push CVS Health to be a more inclusive and just company.**

"Who would have guessed when I joined CVS Health five years ago that I'd be talking to the CEO about social justice on a WebEx?", said Troy Charlton, national co-chair of BCRG. "We had to be very vulnerable and have a mentality of 'see something, say something.' We were all sickened by what happened to Mr. George Floyd and we decided that we needed to turn the mirror around to look at our own company."

Over the course of 2020, BCRG membership grew to more than 5,000 colleagues. New chapters are being established at a fast pace across the country, filled with new members and allies who want to play a larger role in our company's response to racial

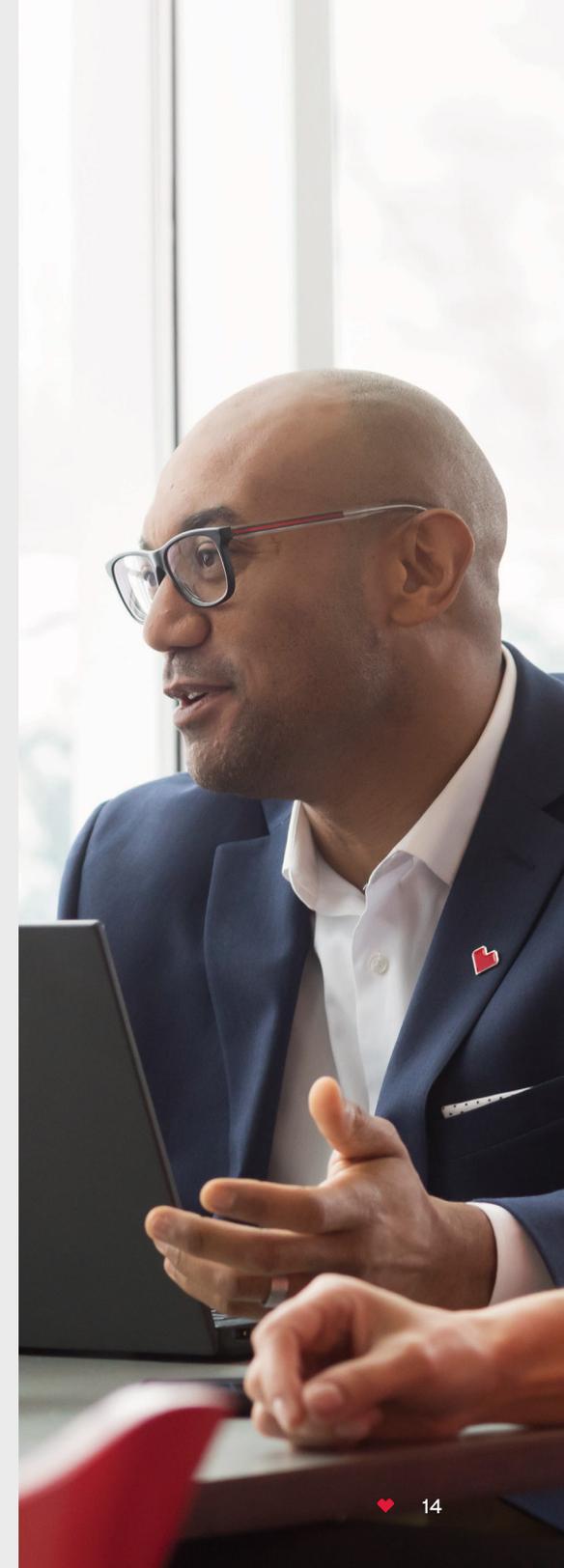
inequity and injustice. The BCRG gathered feedback from colleagues across the company to understand the issues they believed most critically needed to be addressed and participated in the targeted approach to identify areas where the company could have the greatest impact.

In line with our purpose, colleagues prioritized key health challenges that are disproportionately impacting Black communities, including maternal health, mental well-being, diabetes and sickle cell disease. BCRG has begun working with business leaders in these areas to share colleagues' direct experiences and better inform the care we provide to our patients. This work has already significantly contributed to enhancements in our service offerings and programs.

In addition, our CRGs committed to increasing engagement with colleagues by providing educational information, topical webinars and other content-sharing opportunities. For example, BCRG hosted American Diabetes Association CEO Tracy Brown, a Type 2 diabetes patient herself, to discuss Black colleagues' collective experience with the disease and to raise awareness across BCRG membership.

Another key area for improvement identified by BCRG was professional development opportunities and advancement for Black colleagues at every level in the organization. Erneshia Pinder, program director for social justice and equity and former co-chair of BCRG also participated in early and ongoing conversations with leadership. "We have a responsibility to make sure the company recognizes that some historically marginalized people aren't getting opportunities," she said. "Over the last several months, I've realized it's not so simple to right the ship, but what's been so great to see is leaders are open to doing things differently. There is a true desire to do this right across multiple levels of leadership."

BCRG's invaluable work continues in 2021, as the group engages more colleagues and identifies additional areas where it can bring critical perspective to business operations. BCRG will continue to create an environment, where, as Troy puts it, "everyone gets comfortable with being a bit uncomfortable."





Key CRG Business Strategy Initiatives in 2020

ANative: Hosted Native American Lifeline's Executive Director Kerry Hawk Lessard for its quarterly speaker series to discuss the health disparities faced by Native Americans and the work being done to address these and other related issues.

APNA (Asian Professional Network Association): Hosted a signature event featuring keynote speaker Julie Zhuo, co-founder of Inspirit and author of *The Making of a Manager*, to speak about how her cultural roots influenced her career path and share insights on managing and leadership.

BRAVE (Boldly Representing American Veterans Everywhere): Created a virtual volunteer event to benefit Operation Gratitude, recruiting colleagues to make paracord bracelets in support of the military community.

CapAbilities: Successfully advocated for the availability of American Sign Language translation in Town Hall and other large meetings, as well as translation and closed-captioning for our Spanish-speaking, hearing-impaired colleagues.

DRIVEN: Partnered with Workforce Initiatives to host the Talent is Ageless Generational Signature event for membership.

Faith: Hosted a signature event for colleagues featuring keynote speaker Dr. Jim Newheiser, director of the Institute for Biblical Counseling and Discipleship (IBCD) and the director of the Christian Counseling Program at RTS Charlotte.

FitClub: Planned virtual workout and lifestyle programs to support colleague health and wellness throughout the pandemic.

Green Team: Informed the development of a new colleague engagement platform for sustainability actions.

Juntos: Provided greater understanding of the many different cultures represented in the Hispanic community, and the implications for Spanish-language marketing and advertising.

Outliers: Supported talent development by facilitating 6 external data expert speakers and three internal speakers and providing licenses to DataCamp, an educational platform.

Pride+: Supported the rollout of usage of pronouns in colleague email signatures, name badges and business cards.

Virtual: Played an instrumental role in supporting all colleagues in the shift to remote work, including hosting *Let's Connect* sessions to help colleagues adjust by holding virtual sessions on COVID-19 related topics.

WISE (Women Inspiring Success and Excellence): Developed a women's wellness-focused newsletter featuring access to resources like Resources For Living and the Employee Assistance Program (EAP), as well as including support webinars, and other opportunities to promote self-care.

Improving Health Outcomes for All

The major health challenges facing our country do not impact all Americans equally. Historically disenfranchised communities have always felt the disproportionate weight of chronic health conditions. The rising case numbers and deaths attributed to COVID-19 have unsurprisingly followed these same patterns.

We are introducing solutions that will have a meaningful impact on health outcomes — with a focus on addressing racial health disparities. In 2020, we continued to enhance collaborations to address a growing local need for social support services and other resources. We have made investments to enrich our own racial health data, and introduced targeted interventions to reverse worrisome trends, including in the areas of maternal health and chronic hypertension. Across the enterprise, we have deployed cultural competency training to support our medical and service community in better serving diverse populations.



Responding to Racial Health Inequities COVID-19

There is well-documented evidence that Black and Latinx communities, along with other historically marginalized groups, are being disproportionately affected by COVID-19. As a health care innovation company, we are committed to ensuring health equity and breaking down the barriers that have perpetuated health care disparities.

Throughout 2020, our integrated business model allowed us to lead in the public health response to COVID-19. As an essential business we ensured our patients and customers had the care they needed, and we adjusted programs and policies to keep people safer at home.

Vaccine hesitancy is one barrier facing Black communities and is rooted in historical examples of racial trauma. As vaccine rollout continued in early 2021, we commissioned new research that found 35 percent of Black survey participants did not plan on receiving a vaccine when it is first available to them — up nearly 10 percent from a survey we had conducted just a few months earlier. In February 2021, we announced a community-based strategy to address potential inequities related to COVID-19 vaccine access in vulnerable communities, with a particular focus on Black and Hispanic populations. The strategy includes proactive patient outreach, community-based partnerships, off-site vaccine clinics, and robust, education-focused

marketing, all aimed at increasing COVID-19 vaccination rates.

Of the nearly 10,000 CVS Pharmacy locations nationwide, nearly half are in communities ranked high or very high by the Centers for Disease Control and Prevention (CDC) Social Vulnerability Index (SVI). A high SVI rank, along with population density and area demographics, are critical factors we are using to prioritize the CVS Pharmacy locations that are offering appointments for COVID-19 vaccinations. In communities where COVID-19 vaccines are currently available at CVS Pharmacy locations, we are working to help ensure Black and Hispanic patients have equitable access to appointments, reaching out to CVS Pharmacy patients, and Aetna and Caremark members in vulnerable communities, to help them make an appointment at a CVS Pharmacy or elsewhere and to answer questions or concerns they may have about being vaccinated.

We are also working with our extensive network of community-based leaders and nonprofit organizations, including free and charitable clinics, faith-based organizations, food banks and others, to reach vulnerable patients with educational information and help them make an appointment. In March, we began using mobile vaccination vans to hold community-based clinics in close coordination with nonprofit organizations like the YMCA. And through a new collaboration with rideshare service Lyft and its universal

vaccine access campaign, we are helping to provide free or discounted rides to vaccination appointments for those in need.

Education from trusted sources is critical to a successful vaccination strategy. We are conducting outreach to patients in vulnerable communities with text messages and emails featuring messages from pharmacists to encourage vaccination and address hesitancy. **More than 40 percent of our pharmacists and more than 50 percent of our pharmacy technicians identify as people of color, and they are serving as important voices in helping people understand the safety and efficacy of the vaccine.**

We have also joined the Ad Council's COVID-19 Vaccine Education Initiative as a Founding Partner with a campaign to educate the public about the importance of, and work to build confidence in, COVID-19 vaccines with the goal of increasing vaccination uptake, particularly among Black and Hispanic audiences. We will supplement this collaborative effort with a significant CVS Pharmacy marketing campaign focused on reaching vulnerable communities with educational information. With content available in multiple languages, components of the campaign are designed to reach specific audiences, including utilizing CVS Health's role as a Founding Partner of the Black Information Network.

Addressing Social Determinants of Health

To truly improve health outcomes for all, we know that we must first address social determinants of health (SDOH) that often disproportionately impact diverse and disenfranchised communities. Approximately 60 percent of a person's life expectancy is influenced by everyday activities that occur outside the doctor's office. These social determinants of health (SDOH) — including access to education and health care, affordable housing, transportation and availability of resources to meet basic needs — are directly tied to the places where people are born, live, work and gather. By addressing these root causes that can prevent people from achieving better health, we can dramatically improve health outcomes, especially for those most at risk for chronic conditions. Drawing on a legacy of community investment and local support, we continue to champion innovative, cross-enterprise programs that address SDOH.

A person's zip code is a better indicator of their life expectancy than their genetic code.



Better Health Starts With a Safe, Affordable Home

A core component of addressing social determinants of health is addressing housing insecurity. Throughout 2020, we worked closely with community organizations to provide affordable housing options and services to people facing significant challenges. As a result of our affordable housing investment strategy, CVS Health invested **\$114 million, which will lead to the construction and rehabilitation of more than 2,800 affordable housing units in 30 cities across 12 states.** More than 460 permanent supportive housing (PSH) units will be constructed to provide stable homes for people facing life and health challenges, including homelessness, chronic illness, domestic violence, and people in need of behavioral health or addiction treatment. In addition to affordable housing, these PSH residents will also receive access to a wide range of services to stabilize and improve their health, including social, behavioral health and addiction-recovery services. **Additionally, 560 of the units are dedicated to housing seniors, with more than 100 reserved specifically for veterans and their families.**

Our increased investments in affordable housing with supportive services during 2020 is part of our larger commitment to address racial inequity and social determinants of health in Black and other historically marginalized communities. This includes bringing our Project Health

initiative to affordable housing communities, offering free biometric screenings to help identify chronic conditions before they become life-threatening illnesses. In addition, our workforce initiatives programs, focused on empowerment, education and training, are being introduced at certain communities to help residents achieve meaningful employment opportunities.

Addressing the Maternal Health Crisis

Another way we're striving to improve health outcomes is through addressing the maternal health crisis. **Throughout 2020, we've combined resources from across our enterprise to combat an alarming trend: It is more dangerous for a woman to have a baby in the U.S. today than it was two decades ago.** This crisis is more pronounced for Black women, for whom the rate of maternal mortality is three times the rate of White women.

We believe the solution lies in better connecting a fragmented health care system and expanding access to obstetric care, regardless of a mother's zip code. Our multifaceted approach includes examining the racial disparities and social determinants of health associated with maternal care; using analytics to identify at-risk patients; applying targeted interventions to address the most pressing challenges; and working directly with members through our Aetna® care teams. These efforts are mirrored in the care we provide for

our own colleagues and through our philanthropic strategy.

Promoting vaccinations

Another core focus of our maternal health efforts is promoting vaccinations, especially among historically marginalized populations. All pregnant women are recommended to get a flu shot and Tdap (tetanus, diphtheria, pertussis) vaccine to protect themselves and their babies during and after pregnancy. However, only 50 percent of all pregnant women get vaccinated, and Black women are 30 percent less likely to be vaccinated. This year, we plan to begin using data science to identify providers who do not recommend or provide vaccinations and reaching out to our members who see those providers to encourage them to proactively seek out vaccines.

Diverse Marketplace: Reflecting All Those We Serve

In addition to increasing diverse representation and fostering an inclusive workplace, we're also committed to inclusion and diversity for our customers through our service offerings, marketing and communications. When our customers visit a CVS Pharmacy, we want to offer more than just the products and services that they rely on us to provide. In 2020, we continued to make strides to tailor those offerings, as well as the skills of our workforce, to the unique needs of our customers and meet the expectations of the thousands of diverse communities we serve.

Advancing Language Inclusivity

Overcoming language barriers is a critical element of helping people on their path to better health. We continue to make gains in using language to show care and empathy for our patients, including several new initiatives in 2020.

We offer all CVS pharmacists continuing education in language, culture and health disparities, and work with our Spanish-speaking pharmacists to place them in locations where they will be most needed. In 2020, we offered pharmacists the ability to participate in a Spanish language learning program we have developed with Rosetta Stone and Canopy Learn, offered with full reimbursement to any CVS pharmacist. We also collaborated

with the NHPA and the University of Rhode Island School of Pharmacy to develop culturally competent continuing education programming for our pharmacists, which launched in February 2021. Additionally, all our Project Health events are staffed by bilingual nurse practitioners or physician assistants.

For patients with visual impairments and those who cannot read standard print labels, we introduced Spoken Rx, the first in-app prescription reader developed by a national retail pharmacy. Available in the CVS Pharmacy app, SpokenRx™ scans a radio frequency identification (RFID) label and reads prescription information out loud for patients, including the medication name, dosage and directions. **By the end of 2020, SpokenRx was available in 1,500 CVS Pharmacy locations and is expected to be available in all locations by the end of 2021.**

Another way we are promoting inclusive language in all our health care interactions is by changing the way we ask patients to self-identify their gender. **In 2020, all MinuteClinic® and CVS Pharmacy medical records incorporated “gender at birth” and other nonbinary terms as part of the health information collection process.** For our Aetna members, we have worked to create more inclusive gender identification on our platforms, and educational materials to help providers better understand gender dysphoria and the gender affirmation process. We are also building a

database of LGBTQ+ providers and allowing for people to search by qualifiers such as race, ethnicity and gender identity.

Developing and Maintaining an Inclusive Consumer Experience

In total volume, Hispanics are the fastest-growing segment in the U.S. and drive growth across multiple product categories including health, beauty and personal care.

Our CVS Pharmacy y más® and Navarro® locations provide a more inclusive environment and value-based personalized selection for our Hispanic customers. They can access familiar brands they already know and love, speak with a bilingual colleague who can clearly answer any questions about their medication regimen, and easily navigate throughout the location to find what they need. Since 2015, we have opened more than 200 CVS Pharmacy y más locations in more than 90 cities across California, Florida, Nevada, Oklahoma, Texas and Puerto Rico and operate 31 Navarro locations in South Florida. We also launched our first paid media campaign in Spanish, featuring CVS Pharmacist Aisha Oliver.

Driving Inclusive Marketing From Within

After growing tired of hearing about the challenges of casting diverse actors, Creative Project Manager Monique Jackson decided to make a change in her Aetna marketing group that would be intentional about improving their approach to

strategic diversity management. Aetna marketing's diversity committee, EPIC (Every Person Is Critical), was born. Through EPIC, the team seeks not only to provide ongoing opportunities for open and honest dialogue among team members, but also to help address, reduce and prevent inequities in internal hiring practices, external vendor and talent partnerships, and representation across Aetna marketing creative. **After the killing of Mr. George Floyd, EPIC launched its monthly “Uncomfortable Conversations with a Black Man” series, providing colleagues a safe space to view and discuss the series, created by former NFL player and activist Emmanuel Acho.** The videos discussed topics such as systemic racism, rioting, cultural appropriation, multiracial families and white privilege. In a blog post shared with colleagues, Monique wrote: “Our program continues, as none of us are free unless all of us are free from fear, hurt and oppression. We must challenge our core beliefs and biased frameworks to create a more diverse, equitable and inclusive culture. The only way forward is through the act of prioritizing humanity and empathizing with each other's lived experiences.”

CVS Launch™

The path to retail distribution for a young business can be lengthy and costly. After a soft rollout in 2018, in August 2020, we formalized CVS Launch, a program for emerging brands and certified diverse-owned businesses looking to grow their reach. Our experienced buyers have teamed up with the creators of more than 1,000 products to test and launch products, providing invaluable insights that help bring them quickly to our community locations. Sixty-five percent of brands that test with us go on to an expanded rollout.

One example is the Honey Pot Co., a Black- and woman-owned business that produces plant-based feminine care products. We tested an assortment of Honey Pot products beginning in June 2020 and in September, expanded three products to more than 2,000 community locations.



Championing Supplier Diversity

Another core component of our strategy includes championing supplier diversity. Our nationally recognized supplier diversity program helps focus our significant spending power to support businesses owned by women, people of color, veterans and service-disabled veterans, people with disabilities, LGBTQ+ people and people who are traditionally disenfranchised. Working closely with leaders across the enterprise, we communicate the many benefits of a diverse supplier base to internal decision makers, including retail category managers, IT, treasury and other business departments. Our robust and current database provides easy access to certified vendors that support all enterprise functions.

Outreach and stakeholder engagement are at the heart of our supplier diversity strategy, and in 2020 we had to work to shift our traditionally in-person events to a virtual setting. Our supplier diversity team led a series of “Lunch & Learn” sessions that engaged nearly 1,000 colleagues and participated in numerous industry events that reached hundreds of existing and potential suppliers. We also continued to engage as members of the Billion Dollar Roundtable, an organization that promotes and shares best practices in supply chain diversity excellence and convenes corporate members that spend more than \$1 billion each year with diverse suppliers. As part of the National Minority Supplier Development Council, CVS Health participates in a retail industry group,

sharing best practices, learnings and supplier referrals with peers, including Starbucks, Lowe’s and Home Depot.

Certification is a critical first step in establishing a relationship between a diverse supplier and sourcing teams. Over the course of 2020, we invested in a plan to reach 55 current CVS Health vendors that were not being reported as diverse suppliers due to lack of certification. Certify My Company, a diverse supplier themselves and specialists in outreach and education related to certification, contacted vendors to communicate the potential positive impact certification could have on their business. In 2020, 16 suppliers, representing more than \$30 million in spend, were identified as eligible for certification. Another seven suppliers, representing more than \$8 million in spend, were already certified and provided the documentation needed to formalize their status with CVS Health.

We continue to build on our successes each year and are working toward aggressive spending targets: by 2024, we aim to spend \$3 billion with diverse suppliers. **In 2020, we spent more than \$1 billion with diverse suppliers and more than \$2 billion with small businesses. Our Tier II suppliers (suppliers that provide products or services to our Tier I suppliers) yielded more than \$1.5 billion in spend.**

In 2020, our supplier diversity program support more than 46,000 jobs and supported \$2.3 billion in wages

We know that savvy and inclusive customers are looking for products made by women-owned and diverse suppliers. That is why beginning in October, we hosted a Supplier Diversity in Merchandising event, which yielded more than 130 diverse suppliers submitting 90-second pitches. Nine moved forward in various programs to gain shelf space in CVS Health retail stores and ensure that products on our CVS Pharmacy shelves resemble our customers in the communities we serve.



Building Our Business With Diverse Suppliers



Drexel Hamilton is a service-disabled, veteran-owned and-operated institutional broker-dealer supporting Barclays, a lead investment bank to CVS Health, as a Tier II supplier. Drexel Hamilton was invited to participate in our August debt raise and added value by building a large and diverse book of orders from emerging asset managers, family offices and registered investment advisors. After guidance, the company was allocated \$4 million that went to its buy-and-hold investors.



At the onset of the COVID-19 pandemic, our supplier diversity team began outreach to suppliers who were pivoting their business model to provide emergency support services. We used relationships fostered through our industry collaborations to identify diverse suppliers of PPE, including ScopeShield, Inc., a minority business enterprise that provided medical gowns to our distribution centers in Pennsylvania and Indiana.



Tempagenix is a women-owned supplier providing a valuable product to meet customer need in 2020. Through January 2021, we ordered more than 4,500 cases of the company's Temp-N-Toss paper forehead thermometer, an order totaling just over \$1 million. The product became a top-selling item in our cold remedies category and is now on the shelf in 5,300 stores nationwide.



In the second quarter of 2020, our construction and property administration team selected woman-owned CDO Group to build 40 new HealthHUB™ locations across the country, totaling approximately \$9.4 million in diverse spend. At the time of the company's bid, CDO was not certified as a women-owned business enterprise. CDO has now completed the certification process after encouragement and support from our supplier diversity team.



To support outreach and services for Aetna members, in 2020, we spent more than \$800,000 with Command Marketing Innovations, a woman-owned print, direct mail and fulfillment provider.

Workforce Data

The following contains our FY2020 workforce demographics data. All this information is also included in our annual CSR Report and is derived from our EE01 data submission.

Total Employee Count: 299,980 as of 12/31/2020

Employment + Type

	2020	2019	2018
Full-time	71%	72%	65%
Part-time	29%	28%	35%

Employment + Gender

	2020	2019	2018
Female	70%	70%	69%
Male	30%	30%	31%
Unspecified	0%	0%	<1%

Employment + Age

	2020	2019	2018
Up to 24	16%	15%	17%
24 to 54	68%	69%	68%
55+	16%	16%	15%

Workforce Data
Employment + Race/Ethnicity

Total Employee Count: 299,980 as of 12/31/2020



1%
 Native Hawaiian or
 Other Pacific Islander*
 (not Hispanic or Latino)

3%
 Two or More Races*

11%
 Asian*
 (not Hispanic
 or Latino)

1%
 Unspecified

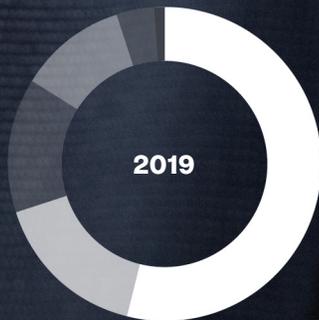
15%
 Hispanic/
 Latino*

0%
 American
 Indian/Alaska
 Native*
 (not Hispanic
 or Latino)

16%
 Black/African
 American*
 (not Hispanic
 or Latino)

53%
 White
 (not Hispanic
 or Latino)

2020



54% White
 (not Hispanic or Latino)
16% Black*
 (not Hispanic or Latino)
14% Hispanic*
11% Asian*
 (not Hispanic or Latino)
4% Other
1% Unspecified



53% White
 (not Hispanic or Latino)
16% Black*
 (not Hispanic or Latino)
14% Hispanic*
11% Asian*
 (not Hispanic or Latino)
5% Other
1% Unspecified

*American Indian/Alaska Native, Native Hawaiian or Other Pacific Islander and Two or More Races are reporting categories introduced in 2020. "Other" was discontinued as a category in 2020 and is broken down into various categories.

Workforce Data

Gender by Employment Level

Board of Directors + Gender

Total Board Members: 13 as of 12/31/2020

	2020*	2019	2018**
Female	31%	25%	33%
Male	69%	75%	67%

*Following our Annual Meeting of Stockholders in May 2021

**Pre-Aetna close

Officers of the Company + Gender

Total Employee Count, Officers of the Company: 12 as of 3/31/2021

	2021
Female	42%
Male	58%

Vice President and Above + Gender

Total Employee Count, Vice President and Above: 443 as of 12/31/2020

	2020	2019	2018
Female	39%	36%	34%
Male	61%	64%	66%

Manager Level and Above + Gender

Total Employee Count, Manager Level and Above: 35,515 as of 12/31/2020

	2020	2019	2018*
Female	52%	52%	51%
Male	48%	48%	49%
Unspecified	0%	0%	<1%

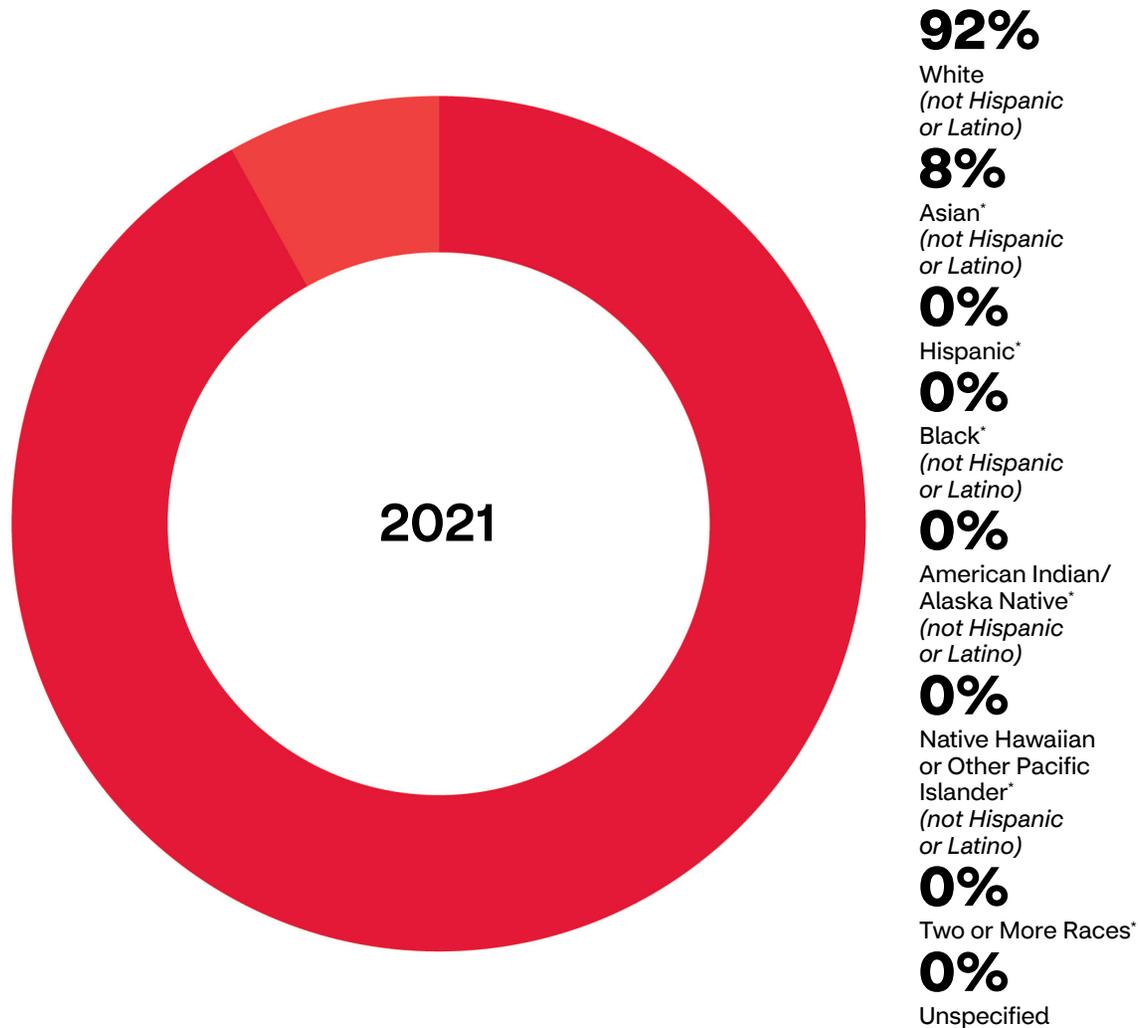
*Total does not add up to 100 due to rounding

Workforce Data

Ethnicity by Employment Level

Officers of the Company + Race/Ethnicity

Total Employee Count, Officers of the Company: 12 as of 3/31/2021

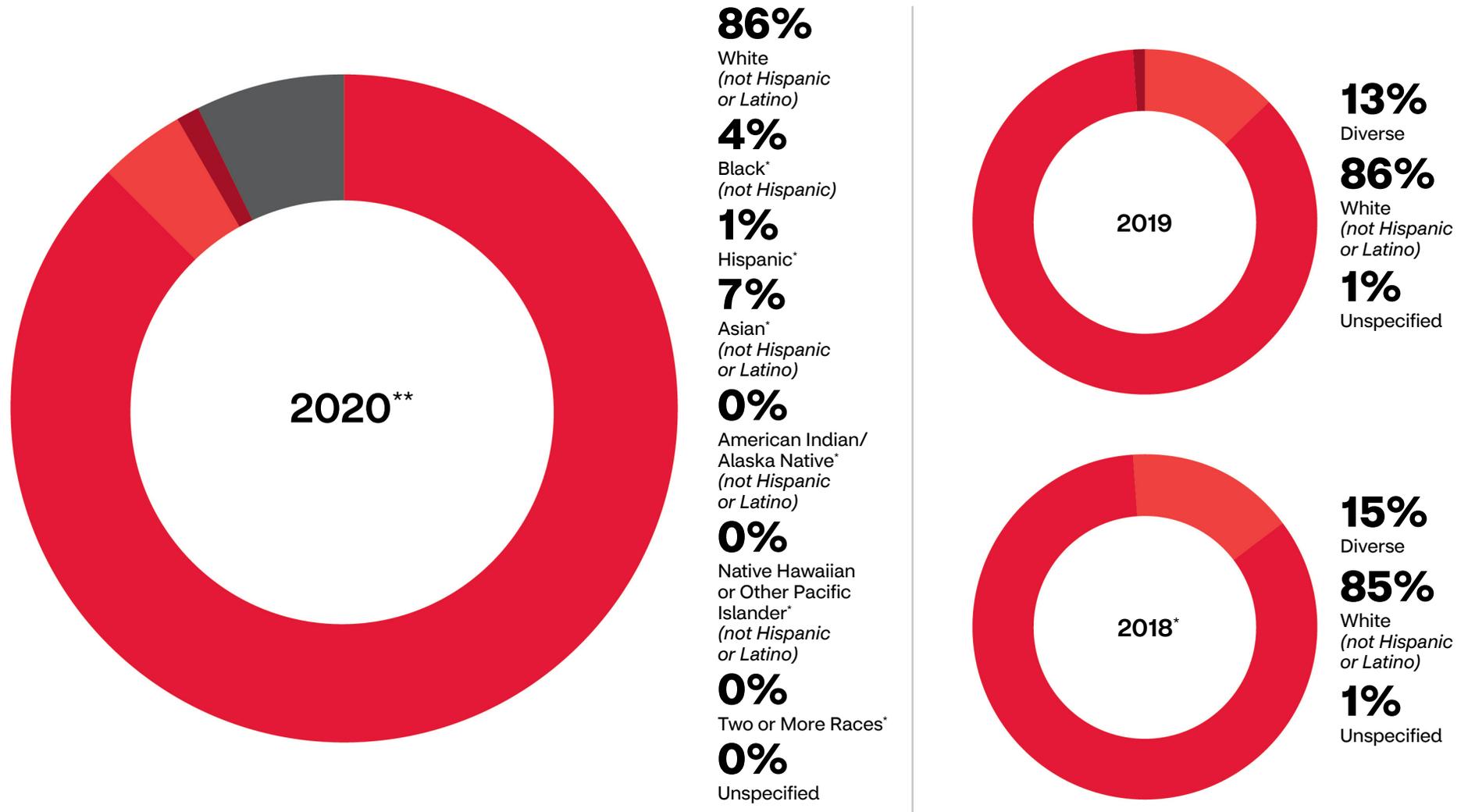


*Black/African American, Hispanic/Latino, Asian, American Indian/Alaska Native, Native Hawaiian or Other Pacific Islander, and Two or More Races are reporting categories introduced in 2020. "Diverse" was discontinued as a category in 2020 and is disclosed under other categories. **Total does not add up to 100 due to rounding

Workforce Data
Ethnicity by Employment Level

Vice President and Above + Race/Ethnicity

Total Employee Count, Vice President and Above: 443 as of 12/31/2020

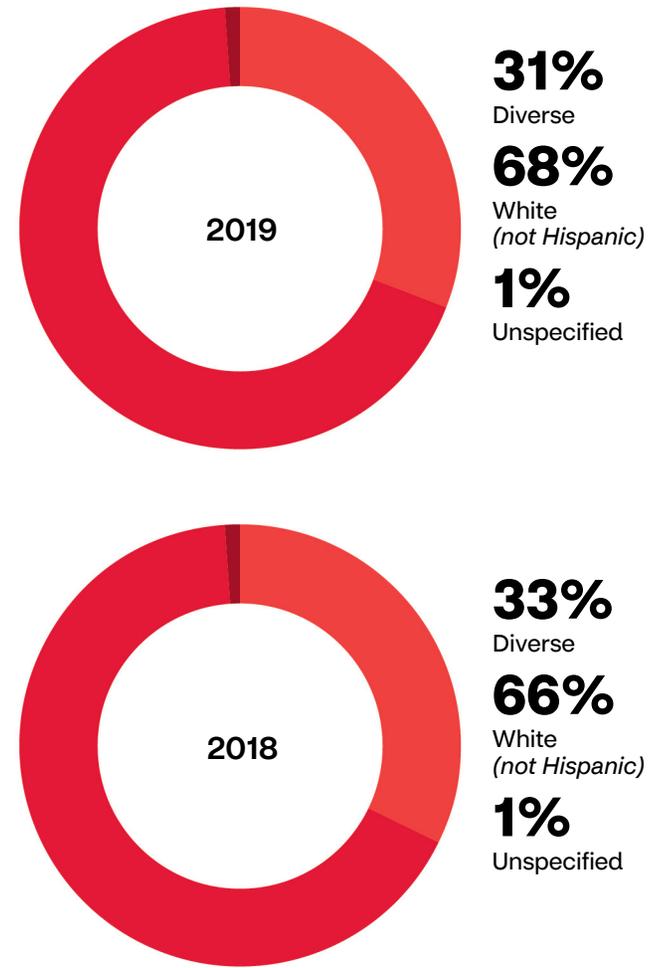
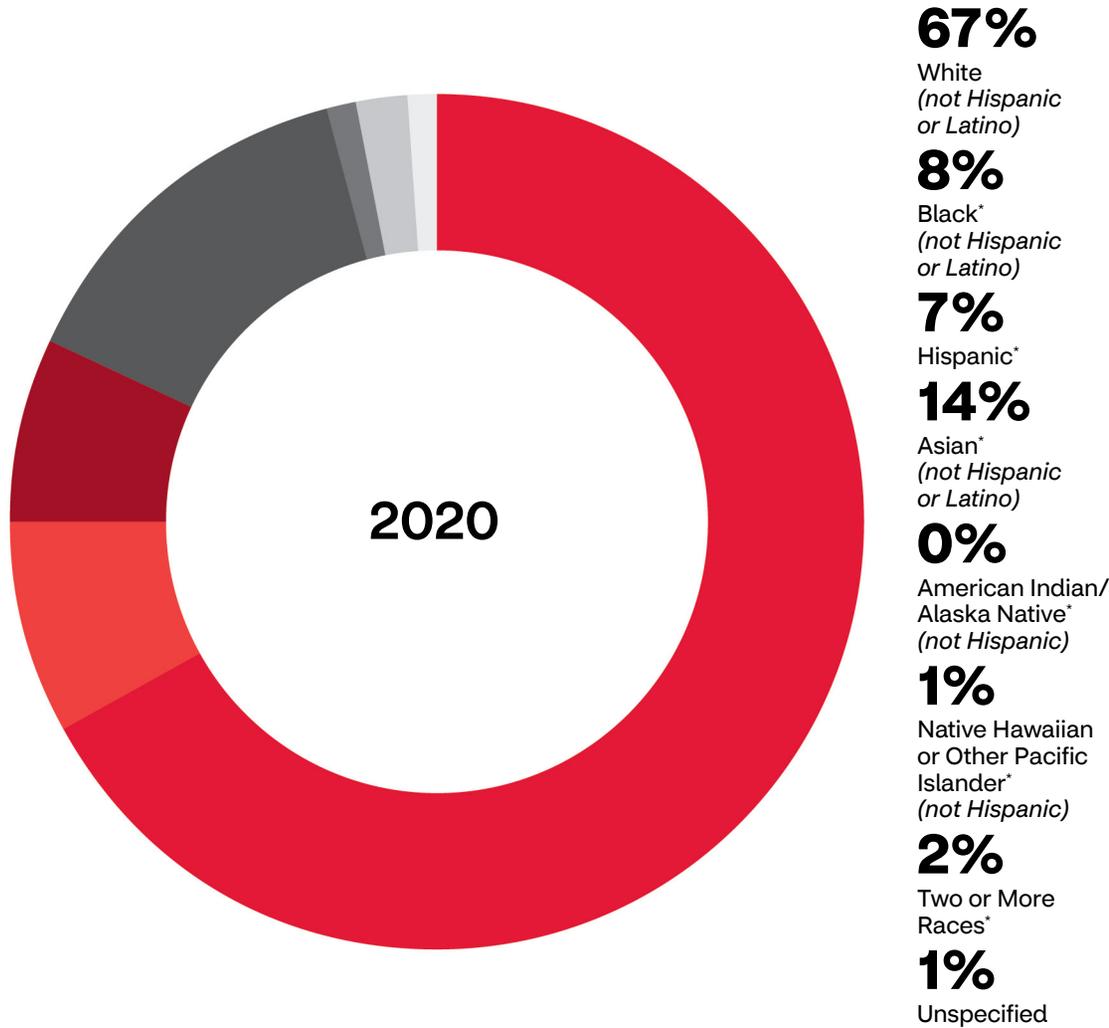


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Workforce Data
Ethnicity by Employment Level

Manager Level and Above + Race/Ethnicity

Total Employee Count, Manager Level and Above: 35,515 as of 12/31/2020

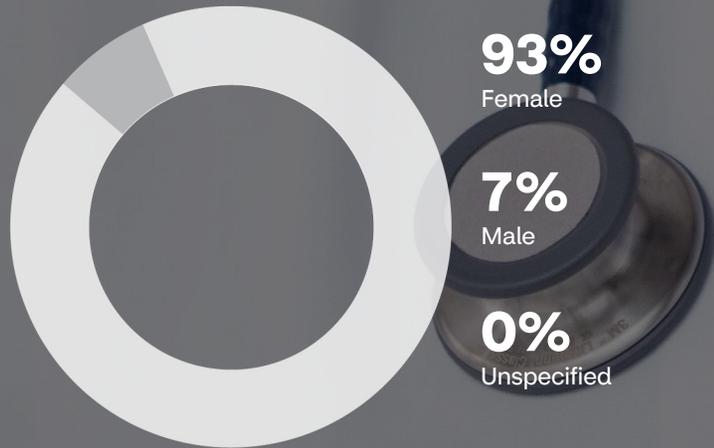


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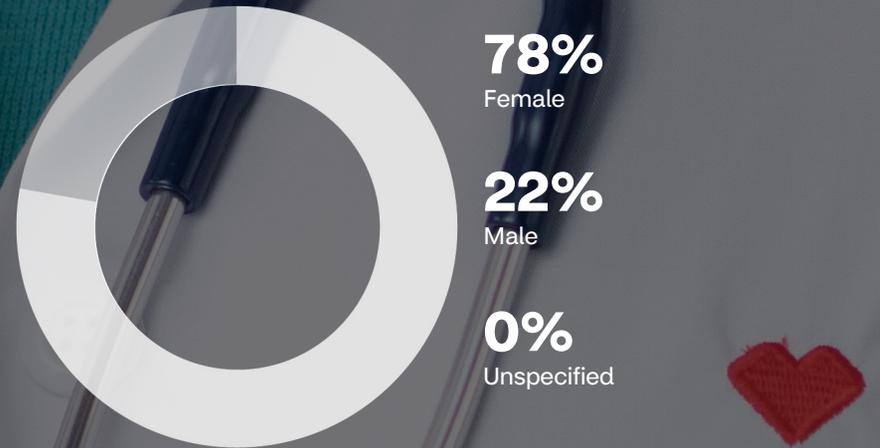
Workforce Data

Gender and Race/Ethnicity by Selected Roles

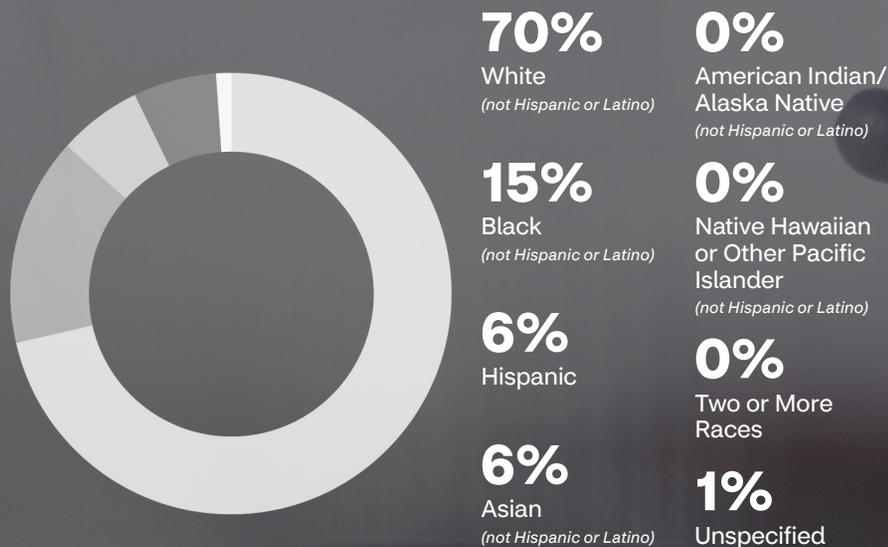
Nurses + Gender*



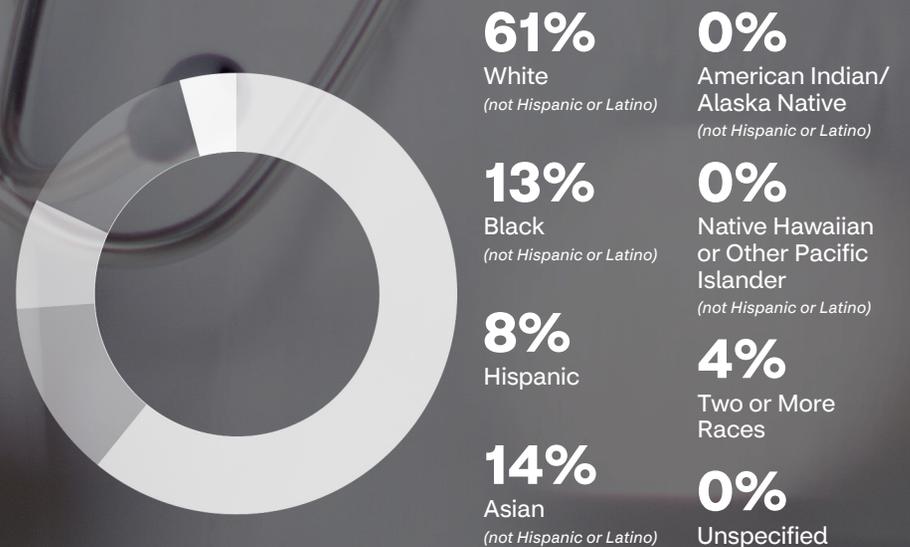
Physician Assistants + Gender



Nurses + Race/Ethnicity**



Physician Assistants + Race/Ethnicity

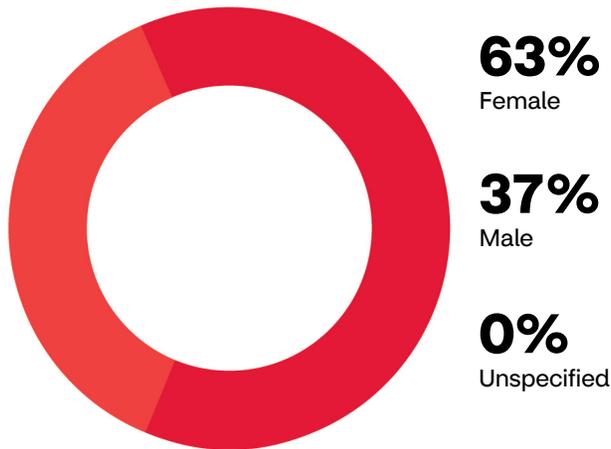


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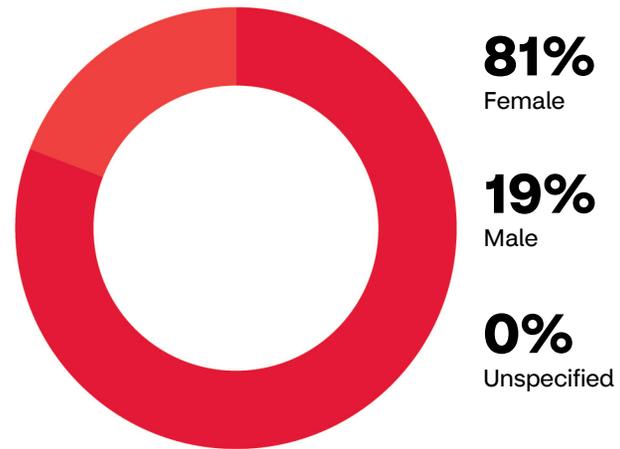
Workforce Data

Gender and Race/Ethnicity by Selected Roles

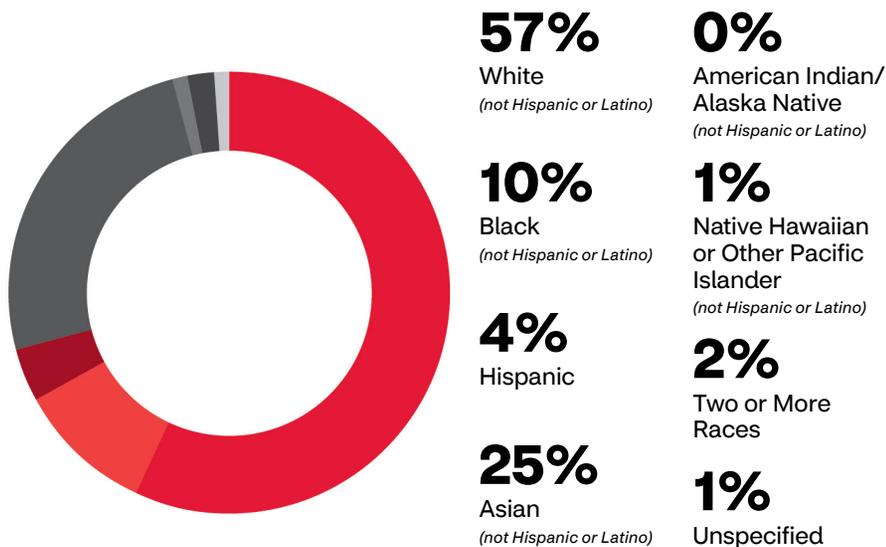
Pharmacists + Gender*



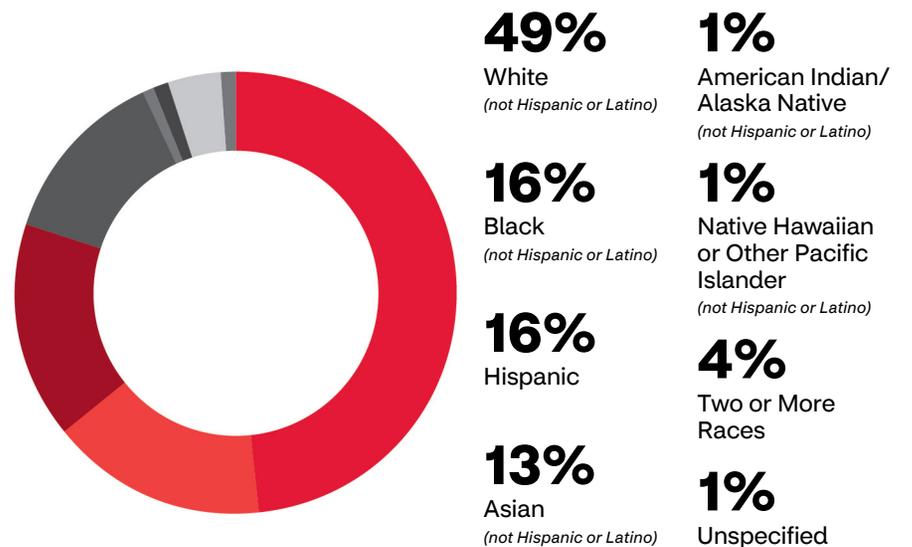
Pharmacy Technicians + Gender



Pharmacists + Race/Ethnicity



Pharmacy Technicians + Race/Ethnicity*

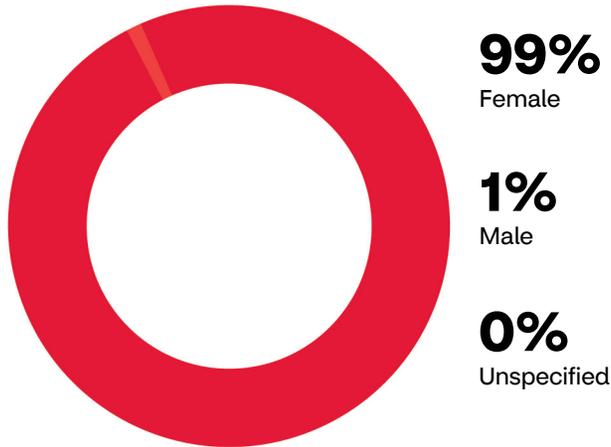


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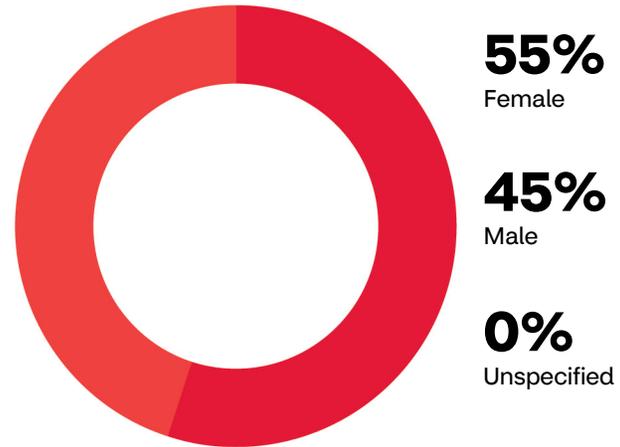
Workforce Data

Gender and Race/Ethnicity by Selected Roles

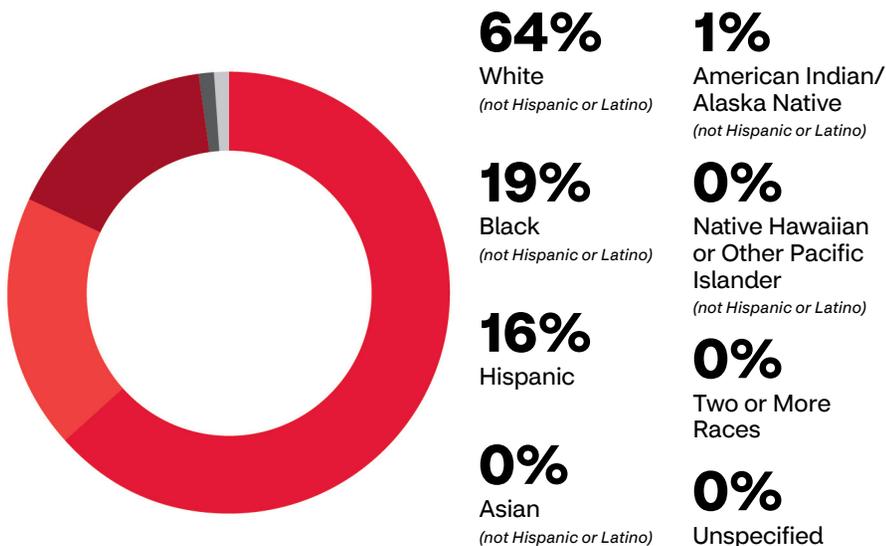
Social Workers + Gender



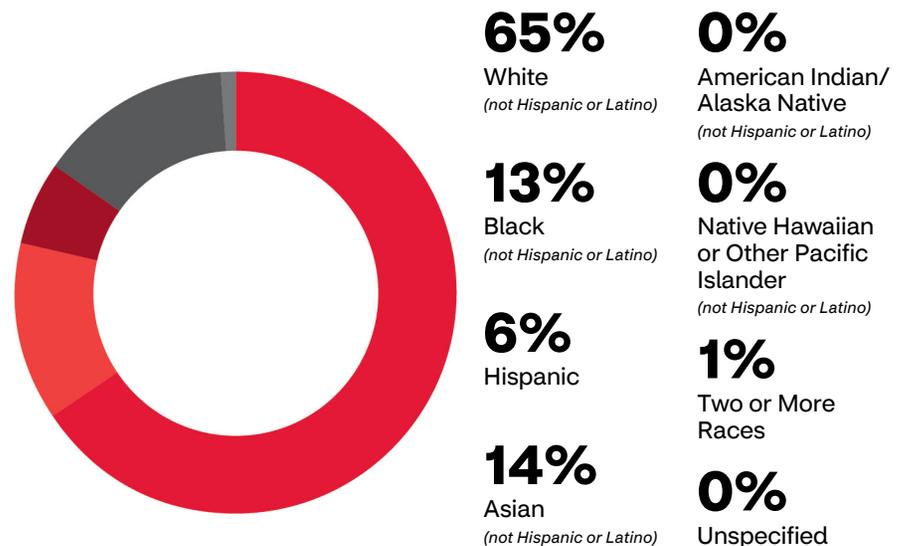
Medical Directors + Gender



Social Workers + Race/Ethnicity



Medical Directors + Race/Ethnicity*

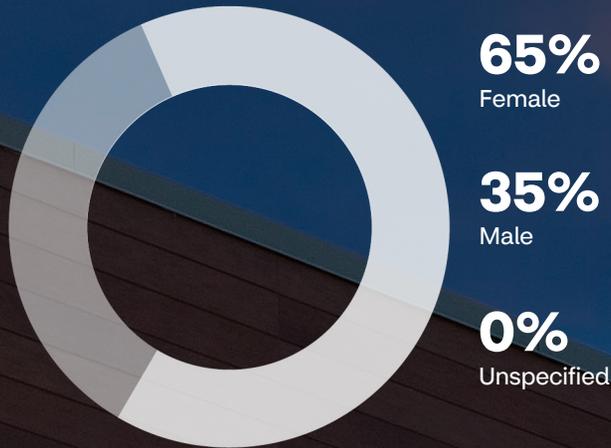


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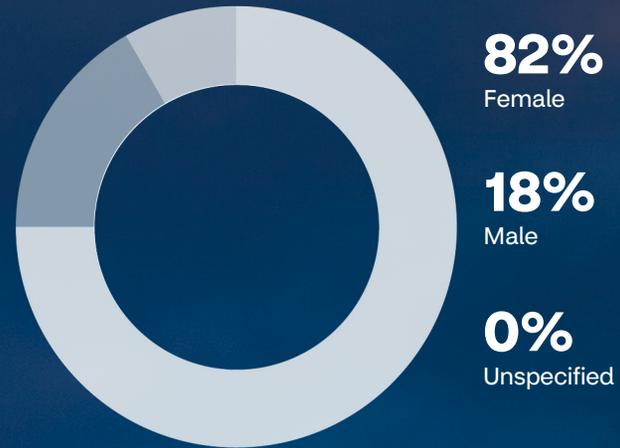
Workforce Data

Gender and Race/Ethnicity by Selected Roles

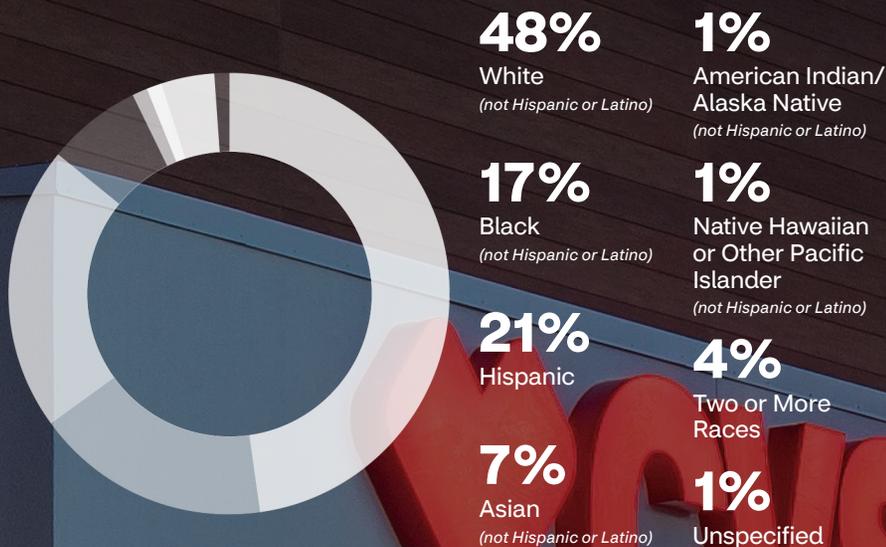
Front Store + Gender



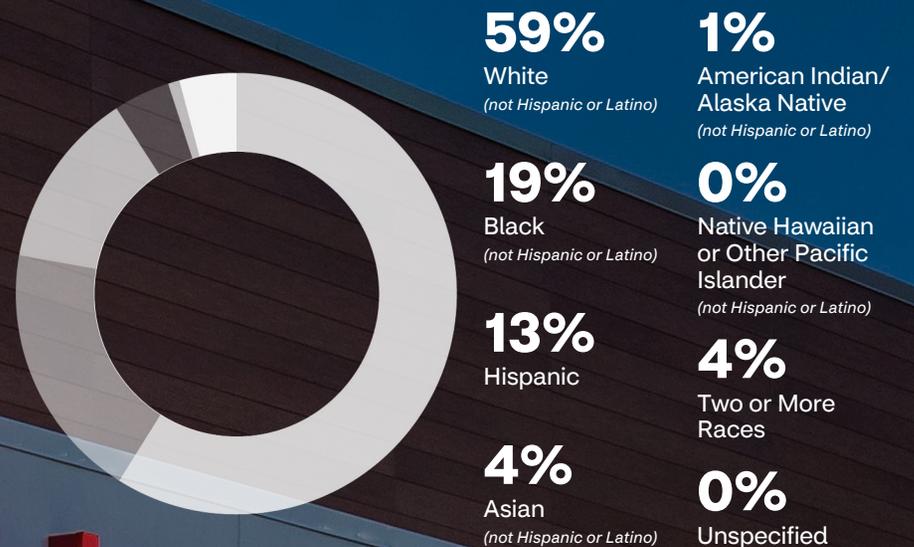
Care Concierge + Gender



Front Store + Race/Ethnicity



Care Concierge + Race/Ethnicity

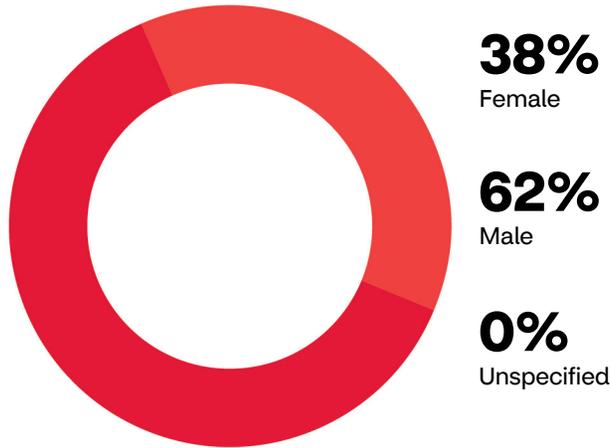


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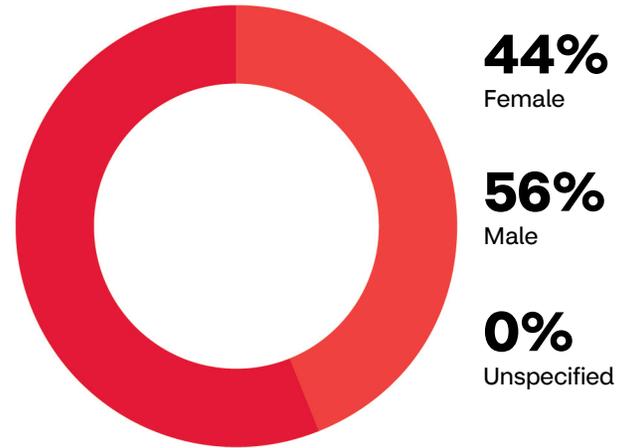
Workforce Data

Gender and Race/Ethnicity by Selected Roles

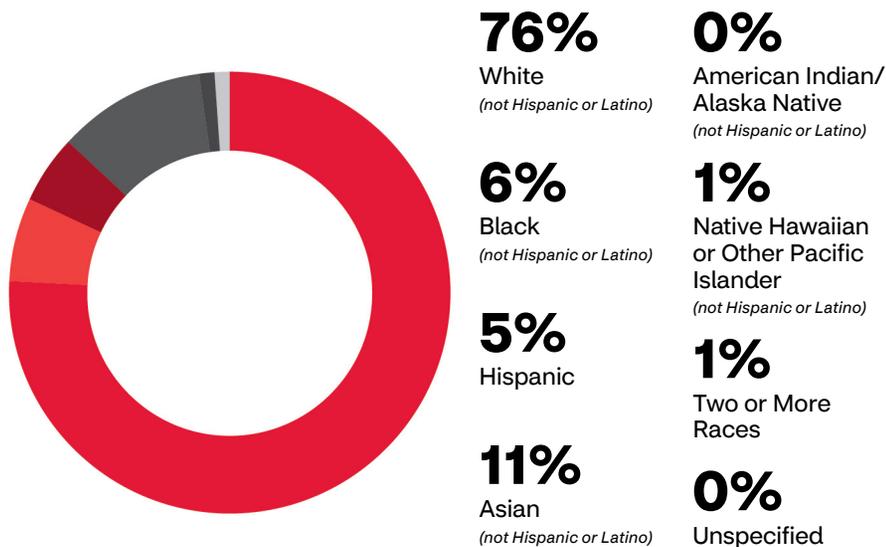
Field Leadership + Gender



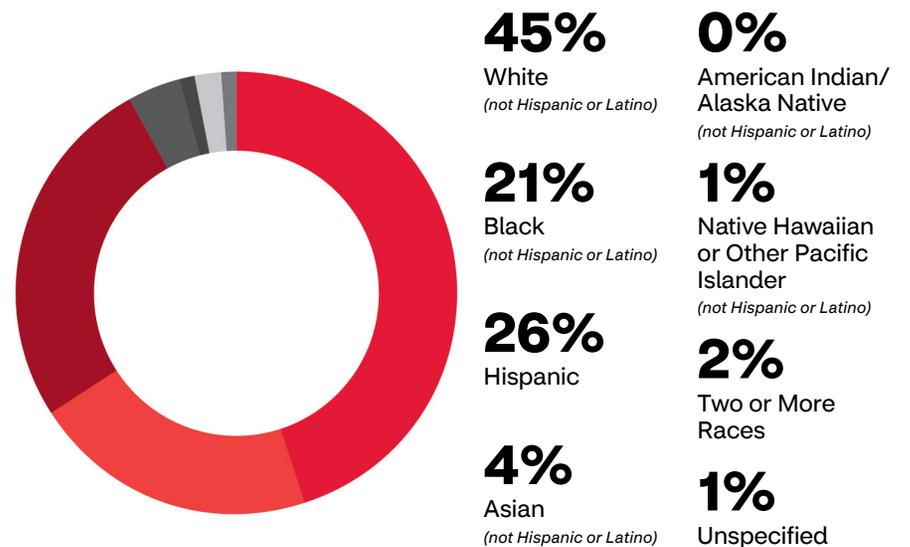
Distribution Center + Gender



Field Leadership + Race/Ethnicity



Distribution Center + Race/Ethnicity



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Health is everything.®